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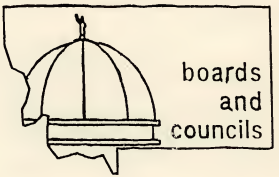

State Employees Compensation Committee Briefed on Issues

The Committee on State Employee Compensation met for the second time on December 19 to acquire additional information on compensation issues. Members heard presentations on compensation methods used by the university system and the legislative and judicial branches and on the structure and administration of public retirement systems.

Members also agreed to solicit proposals for compensation consulting services to assist the committee in developing recommendations about the state compensation system. A request for proposals for consulting services was issued in December. A four-member subcommittee will interview the finalists in late January.

The next meeting of the Committee on State Employee Compensation is Thursday, February 8 in Helena. The committee will hold a work session in the afternoon and a public hearing in the evening. During the evening hearing, the committee will solicit comments on problems and issues associated with the state

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compensation system. This is an opportunity for state employees and other interested persons to express their views and concerns on compensation matters. Employees are invited to participate in this critical meeting. Persons who are unable to attend may send written testimony to Lois Menzies, Legislative Council, Room 138, State Capitol, Helena 59620.

Questions about the Committee on State Employee Compensation may be referred to Lois Menzies, Legislative Council, 444-3064, or Laurie Ekanger, State Personnel Division, 444-3871.

Supported Employment Task Force Hires Consultant

The Supported Employment Task Force (formerly the 1% Task Force on the Severely Disabled) has contracted with Personnel Plus of Helena to assist agencies in placing severely disabled persons in state jobs.

Supported Employment is paid employment for persons with disabilities for whom competitive employment at or above the minimum wage is unlikely. In addition, because of their disabilities they need intensive ongoing support to perform in a work setting. Support is provided in a variety of settings, particularly worksites in which persons without disabilities are employed. Support includes any activity needed to sustain paid work by persons with disabilities, including supervision, training, and transportation.

The task force will work with departments toward the goal of placing two individuals in supported employment positions in each agency in the next year. Jim Nys of Personnel Plus will work directly with each agency representative in locating potential positions, restructuring jobs, promoting the efforts of the task force and coordinating the various services involved.

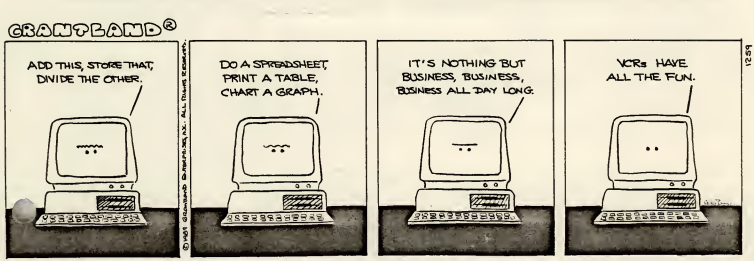
The task force is a project of the Governor's Committee on Employment of People with Disabilities (GCEPD) and the Supported Employment Demonstration Project. The purpose of the task force is to Introduce supported employment into the public sector.

For more information on the task force or its endeavors, contact Linda Currie of GCEPD at 444-3886 or Mike Kelly of the Supported Employment Demonstration Project at 444-1914.

Child Support Enforcement Act Amendments Implemented

Beginning on January 1, 1990, employers are required to withhold child support payments when directed to do so through the terms of an order from the Department of Social and Rehabilitation Services (SRS).

Amendments to the Child Support Enforcement Act require that all new employees complete a written form stating whether the person owes child support that is required to be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withheld from income according to the terms of an order.

SRS will distribute booklets concerning these requirements to all employers. Included in the booklet is a form which agencies may use to obtain the needed documentation.

For more information call Dennis Shober in the Child Support Enforcement Bureau, at 444-4614.

State Employee Recognition Day Announced

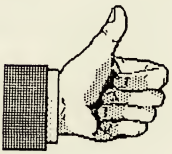
Governor Stan Stephens has announced that February 20, 1990, will be the first State Employee Recognition Day.

The purpose of the day is to recognize the commitment and contributions of state employees. Additional activities will be announced.

Staff Changes

Merrilee Coleman recently left her position as a program specialist after five years with the Labor Relations and Employee Benefits Bureau. If you have any questions about employee benefits call Kathy Battershell at 444-3947 or Jan Shope at 444-3813.

To read without reflecting is like eating without digesting.
Edmund Burke



What is Motivation Anyway?

(Source: The Competitive Advantage as reprinted in the M W A Business Digest, Mayflower Warehousemen's Association, November, 1989)

"You can get something done in short time with fear," says one boss, but in the long run it doesn't pay off. Today's workers, more educated than ever, want freedom to do their jobs without the boss' interference.

Today's best business owners and managers, then, are the ones who make sure the basics are in place and then take the time to create climates where employees willingly and often enthusiastically work their hardest. Here are some of the ways they do it:

1. Have a clear vision for the company and make sure employees know what it is. A mission statement helps employees know what is expected of them, and it also serves as a source of inspiration.

2. Recognize your employees. Say thank you. Write a note when an employee does a good job. Praise employees publicly when you can. Honor them with awards.

3. Communicate, communicate, communicate. Let your employees know how the company is doing, how their department is doing, and how they are doing.

4. Involve employees. Solicit employees' opinions and get them to help shape ideas.

5. Back off. Don't breathe down your subordinate's neck. Don't over-supervise. He knows what needs to be done; now let him do it. Management's job is removing obstacles so that employees can just get in and do their jobs.

6. Give rewards and incentives - but be careful. "We use rewards sometimes to try to force people to do what they don't want to do but what we want them to do," says Edward L. Deci, psychology professor at the University of Rochester. Reward what you ask for.

7. Be honest. When employees see bosses "getting away with this or getting away with that", it's demotivating.

8. Be fair. Most employers find that employees can handle negative feedback as long as they are working in an environment where they are respected, where they hear what they're doing right as well as what they're doing wrong, and where they have a chance to work and develop to their capacity.

HEALTH-BEAT

10 Reasons Why You Should Exercise

(This article is reprinted from RANDAL Wellness Newsletter, December, 1989.)

1 **Exercise improves the quality of your life.** The old adage, "add life to your years, as well as years to life by exercise" has considerable merit. A properly - designed exercise program will give you more energy to do the activities you enjoy.

2 **Exercise relieves depression.** In her book, *Mental Skills for Physical People*, Dr. Dorothy V. Harris concluded that "exercise is nature's best tranquilizer." Researchers have found, for example, that mildly to moderately depressed individuals who engage in aerobic exercise 15-30 minutes a day at least every other day typically experience a positive mood swing in two to three weeks.

3 **Exercise prevents certain types of cancer.** Studies have found that men and women who exercise are less likely to get colon cancer. Research has also suggested that women who do not exercise have more than two and one half times the risk of developing cancer of the reproductive system and almost twice the chance of getting breast cancer.

4 **Exercise enhances self-image.** Research has documented the assertion that individuals who exercise regularly feel better about themselves than sedentary individuals.

5 **Exercise relieves stress and anxiety.** Exercise dissipates those hormones and other chemicals which build up during periods of high stress. Exercise also generates a period of substantial emotional and physical relaxation that sets in approximately an hour and a half after an intense workout.

6 **Exercise reduces the risk of heart disease.** Experts have found that non-exercisers have twice the risk of developing heart disease than individuals who exercise regularly.

7 **Exercise slows the aging process.** Proper exercise can increase your aerobic capacity as you get older. Older people typically lose aerobic fitness at the rate of ten percent per year. Past the age of thirty, you can actually become more aerobically fit if you exercise. Exercise can also result in better skin tone and muscle tone.

8 **Exercise increases the good (HDL) cholesterol.** Exercise is one of the few voluntary activities that is effective in raising your level of HDL - the type of cholesterol that lowers your risk of heart disease.

9 **Exercise improves the quality of sleep.** Researchers have found that exercisers go to sleep more quickly, sleep more soundly and are more refreshed than individuals who do not exercise.

10 **Exercise improves mental sharpness.** Numerous studies have shown that individuals who exercise regularly have better memories, better reaction times and better concentration than nonexercisers.

WIEAC

WIEAC Schedules Planning Meeting

The Women in Employment Advisory Council (WIEAC) will meet January 26 in Room 201 of the Capital Building. The council has been reappointed by Governor Stephens and this will be the first meeting for the new group.

The agenda for this meeting emphasizes identifying current issues facing women in employment in Montana and developing a workplan for 1990-1991.

WIEAC, which was established in 1981, is created by executive order to advise

the governor and the Department of Labor and industry on employment barriers facing women in this state. The Department of Administration provides staff support to the council.

For information about WIEAC, call Liz Hayden, State Personnel Division, 444-3789, mornings.

PDC

FEBRUARY CLASSES

"ATTITUDES" SWING THROUGHOUT THE STATE

At times we all feel as though we are at a standstill in our work, and in our lives. Many times it is just a matter of our perception and a change of attitude makes things look brighter. **"Attitudes: Getting the Most from Your Work"** is a one-day seminar that will be making a swing throughout the state during February. It is taught by Jim Burgess of Professional Resources, a management and training consulting firm in Helena. Cost for the seminar in each location is $65. All sessions begin at 8:30 a.m. and end about 4:30 p.m. Locations and dates for each are:

Wolf Point
Feb. 6, Sherman Motor Inn

Miles City
Feb. 7, Miles Comm. College

Livingston
Feb. 9, Yellowstone Motor Inn

Kalispell Feb. 12,
Outlaw Inn

Havre
Feb. 14, LeHavre Inn

MAINTAINING A DRUG-FREE WORKPLACE

Passage of the Drug-Free Workplace Act of 1988 refocused attention on this critical problem. This one-day seminar on February 14 will benefit managers and supervisors who need to deal with the challenge of drug abuse in the workplace. Bob Marsenich of Metamorphosis will be the instructor. It will be conducted in the Lee Metcalf Building from 8:30 a.m. - 4:30 p.m., February 14. Cost is just $65.00.

PURCHASING FOR STATE AGENCIES

This day-long seminar, taught by Bruce Swick of the Purchasing Division, covers the rules and regulations as well as the principles of purchasing for state agencies, and is intended for all purchasing agents. It will be presented in the Lee Metcalf Building on February 8, at a cost of $60.

AND OTHERS TOO...

Some of the other courses being taught during February are:

★ **Documenting Disciplinary Actions.** February 6. $60.00.
★ **Marketing in the Public Sector.** February 7. Cost $60.00.
★ **Effective Report Writing.** February 28/March 1. Cost $65.00.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

John Camper
Mark Cress
Linda Currie
Jim Edgcomb
Laurie Ekanger
Jeanette Handelin
Liz Hayden
Linda Kaiser
Gale Kuglin
Lois Menzies
Dennis Shober

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

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Benefits are Tangible Compensation

Employee benefits have rapidly grown and become an important part of the total employee compensation package. Today, employee benefits constitute a major part of an individual's financial and economic security.

Annual and sick leave, holiday pay, retirement, health coverage and life insurance plans are common forms of compensation in today's businesses. But it wasn't always that way. The first profit-sharing plan was created in 1794. This was followed by the establishment of the first private pension plan in 1875. In 1910 a group accident and sickness policy was instituted followed by a group hospitalization plan in 1929. Even though the development of employee benefits had an early beginning, the real growth occurred during and after World War II. From that beginning we now see employee benefits taking a larger share of the compensation package.

A Closer Look At Your Benefits

Many state employees realize how much their salary means to them in actual dollars, but

some are unaware of how much their benefits mean to them in terms of total compensation. Here is a closer look at benefits using a grade 12, step 6 salary ($20,281) as a base. (See chart below.)

Annual Leave, Sick Leave and Holiday Benefits

The total cost of benefits does not include annual, sick or holiday leave cost since those costs are already included in an employee's annual base salary. These employee benefits are realized in paid time off.

For example, annual leave is accumulative, the longer you work the more you earn. Leave for part-time employees is pro-rated.

If you've worked:	Your annual leave is:
0-10 years	15 days
10-15 years	18 days
15-20 years	21 days
20 + years	24 days

Employees may accumulate two times the total number of annual leave credits they are eligible to earn each year.

State government employees are granted ten (eleven in a general election year) holidays a year. These holidays are: New Year's Day, Lincoln's and Washington's Birthdays (recognized on a single day), Memorial Day, Independence Day, Labor Day, Columbus Day, Veteran's Day, Thanksgiving, Heritage Day and Christmas (General Election Day).

Full-time state employees earn 12 working days of sick leave for each year of service. Leave for part-time employees is pro-rated.

If you have questions regarding your benefits, contact your agency payroll clerk, your personnel officer, or call Randy Pugh, Labor Relations and Employee Benefits Bureau, State Personnel, at 444-3871.

Committee on State Employee Compensation Reviews Survey

The Committee on State Employee Compensation met February 8 to begin identifying problems associated with the state compensation system.

During an afternoon work session, committee members met with Rollie Waters, a compensation consultant from Dallas, Texas. Mr. Waters, who has been retained by the committee to develop proposals for addressing compensation issues, presented an overview of his work plan.

Following Mr. Waters presentation, staff presented preliminary results from a state

Benefit	Monthly Employer Contribution	Monthly Employee Contribution
Insurance (Single -Core Plan)	$ 130.00	$ 0.00
PERS (Public Employees Retirement System)	109.00	104.00
Social Security	127.00	127.00
Worker's Compensation Insurance	37.00	0.00
Unemployment Insurance	7.00	0.00
TOTAL MONTHLY CONTRIBUTION	$ 410.00	$ 231.00
	(x 12)	(x 12)
TOTAL ANNUAL CONTRIBUTION	$ 4,920.00	$ 2,772.00

employee problem identification survey. More than 800 employees responded to the survey for a response rate of over 70 percent. According to the survey:

- Employees are most satisfied with the state's paid leave provisions. Holidays, annual leave, and sick leave are viewed as somewhat better than similar benefits provided by other major Montana employers.

- Employees are also satisfied with their health insurance and retirement plans. These benefits are considered slightly better than similar benefits provided by other major Montana employers.

- Employees are most dissatisfied with their direct compensation (i.e., salary, cost-of-living increases, and salary increases for experience or longevity). Employees feel that salaries for experienced state employees lag far behind those offered by other major Montana employers.

- Employees consider pay for superior performance to be an important concept.

Also during the afternoon session, several agency heads and personnel officers discussed their concerns with the state compensation system.

In the evening, the committee solicited comments from state employees and other interested persons on problems associated with the state compensation system. More than 300 people were in attendance, including 35 people who testified.

The committee's next meeting is tentatively scheduled for early April. This meeting will be used to further explore compensation problems and issues.

For additional information about the Committee on State Employee Compensation, call Dave Bohyer, Legislative Council, at 444-3064 or Laurie Ekanger, Department of Administration, at 444-3879.

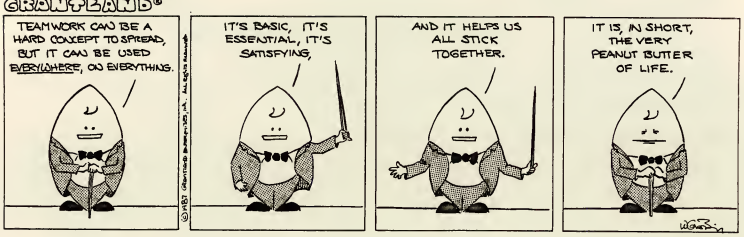
Staff Changes

Kathy Bartole has joined the staff at the Professional Development Center as a management trainer. Ms. Bartole has previous experience in developing and presenting training seminars through Career Futures, Inc., a displaced homemaker/single parent program in Butte and Anaconda. She earned a Bachelor of Science degree from Western Montana College with additional coursework through Montana State University. Her phone number is 444-3774.

Lt. Governor Addresses WIEAC

Lt. Governor Allen Kolstad delivered the opening remarks to the Women In Employment Advisory Council (WIEAC) at its meeting on January 26. This was the first meeting with newly-appointed members.

The lieutenant governor welcomed new members and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IT IS, IN SHORT, THE VERY PEANUT BUTTER OF LIFE.
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discussed the governor's concerns about some of the current issues affecting the state's changing workforce, including child support enforcement efforts, equity in employment and the need for gender equity on the state's boards and councils.

WIEAC members also heard from speakers on issues including equity in education, equal employment opportunity, and economically disadvantaged women.

The council approved a workplan directed at fulfilling the governor's objective that WIEAC participate in activities and provide recommendations that will encourage women to contribute to society at their fullest potential.

WIEAC is scheduled to meet again on Friday, April 20.

If you have questions about WIEAC, its meetings or other activities, call Liz Hayden, staff coordinator, at 444-3789, mornings.

ALTHOUGH SUCCESSFUL PEOPLE DON'T ALWAYS succeed, they never fail. If they lose today, it's only today's contest. They see life as a series of challenges, and they expect to win in the long run. What others call defeat is for the successful, nothing more than a temporary setback, which they intend to correct.

Source: How To Work the Competition Into The Ground and Have Fun Doing It

Briefcase, August 1989

1989 Employee Handbook Features Historical Photos

The newest edition of the state government Employee Handbook is now available for purchase. The 1989 handbook includes historic photos of state government employees, state facilities and buildings and other subjects from the files at the Montana Historical Society. The text has been updated to include the latest information about functions of agencies, personnel policies and practices in state government.

Agencies may order the 1989 Employee Handbook by contacting the Property and Supply Bureau, Department of Administration at 444-4514. The order number is 9000-0870 and the cost is $.552/each.

Spring Drivers: Beware of Winter Conditions

In Montana, it is not uncommon to encounter winter weather blizzards after the calendar indicates that spring has arrived. If a spring blizzard traps you, remember the following tips:

1 **Stay in the car.** You are more likely to be found there than if you wander around in blowing snow and become disoriented.

2 **Keep a window open** for a bit of fresh air. Freezing, wet snow can completely seal out oxygen.

3 **Beware of carbon monoxide.** Run the engine and heater sparingly, and only with a window open for ventilation. Make sure that snow has not blocked the exhaust pipe.

4 **Don't remain in one position.** Clap your hands and move your arms and legs vigorously from time to time.

5 **Take turns keeping watch.** If more than one person is in the car, don't all sleep at the same time. If alone, stay awake.

6 **Turn on the dome light** at night to make your car more visible to working crews.

7 **Beware of over-exertion** and over exposure.

8 **Do not panic -- STAY WITH THE CAR.**

For additional information about safe driving tips, call the state Highway Traffic Safety Division, 444-3412.

February 28th Deadline for Affirmative Action Plans

The EEO section of State Personnel has received 21 affirmative action plans or

policy statements from state agencies and boards. Fourteen plans and seven statements have been reviewed.

The model affirmative action plan which was developed last summer has expedited the process for those EEO officers who chose to use it. It has also allowed for quicker review and approval of plans.

The deadline for receipt of affirmative action plans is February 28th. For more information, call Linda Davis, 444-3796 or Linda Currie, 444-3886.

EEO Section Provides Outreach Workshops

The EEO Section of the state Personnel Division is providing outreach workshops throughout the state over the next several months. These sessions provide recruitment and selection information for recruitment sources (placement organizations such as colleges, vo-techs, Indian Alliance and Women in Transition programs) and programs for the disabled and economically disadvantaged. The workshops are co-sponsored by local Job Service offices.

The Department of Highways and Montana Highway Patrol are also participating in these workshops. With their participation, placement groups are given a realistic view of state hiring practices. Some of the topics covered are: reading state vacancy announcements, filling out state applications, answering application supplements, and preparing for a structured interview. The workshop also provides an opportunity to discuss problem areas and methods to improve the recruitment/selection process. Sessions have already been held in Kalispell, Cut Bank, Havre, Helena, and Butte. Additional sessions are scheduled as follows:

Missoula	March 15
Great Falls	April 12
Wolf Point	May 16
Sidney	May 17
Billings	June 13
Miles City	June 14
Lewistown	July 19
Bozeman	July 26

For more information or if you would like to participate, call Linda Davis, 444-3796, or Linda Currie, 444-3886.

Veteran's Preference Act Impacts Other Policies

As a result of the changes to the Veteran's Preference Act, amendments are proposed for two other policies.

The Reduction in Work Force Policy needs to be amended to meet the requirement of the preference act which requires agencies to retain veterans, disabled veterans and eligible relatives during layoffs.

The Recruitment and Selection Policy also needs to be amended to repeal a portion of the rule relating to internal recruitment for temporary positions.

Both of these proposed changes are currently being reviewed by agencies to solicit comments. Comments are due by March 2, 1990. Please call Liz Hayden, Jim Edgcomb or Gale Kuglin at 444-3871, if you have questions.

Final Grievance Rules are Adopted

Changes to the Grievance rules have been adopted and will become effective on February 23, 1990. The new rules clarify that time limitations refer to "working" and not "calendar" days.

Please call Liz Hayden, Jim Edgcomb or Gale Kuglin at 444-3871, if you have any questions about the Grievance Policy or other personnel policies.

PDC MARCH CLASSES

ADVANCED EDITING SKILLS

This one-day seminar will focus on verbal and visual editing for clear, easy reading. It is intended to meet the needs of professional and technical employees who are responsible for editing

newsletters, reports, news releases and manuals. This seminar will be offered from 8:30 a.m. - 4:30 p.m., Wednesday, March 7, in the Lee Metcalf Building. Cost is $60.00.

FIRE ME AND I'LL SUE!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held on Tuesday, March 13, 8:30 a.m. - 4:30 p.m., in the Lee Metcalf Building. Cost: $60.00.

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employee's Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in Glendive, March 14 and 15, 1990. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. It will be held in the Best Western Holiday Lodge in Glendive. Cost is $55 for those covered under the Public Employee's Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

A DELICATE BALANCE: Privacy and the Right to Know

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, Thursday, March 15, from 8:30 a.m. to 4:30 p.m. Cost is $60.00.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills in identifying and resolving conflict. This seminar emphasizes communication skills and defusing confrontations. It will be conducted on Tuesday, March 20, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.00.

AND OTHERS TOO...

The other courses being taught during March are:

★ **Approaching Supervision** March 6. Cost is $60.00.

★ **Self Management** March 8. Cost is $60.00.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may register by calling 444-3985.

ACKNOWLEDGEMENTS

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Gale Kuglin
Lois Menzies
Randy Pugh

If you have comments or would like additional information about Personnel Perspectives call Liz Hayden or Jim Edgcomb at 444-3871.

Professional Development Center Calendar

March 1	2
5	6 Approaching Supvr.
7 Advanced Editing Skills	8 Self Management
9	12
13 Fire Me & I'll Sue!	14 Pre-Retirement Planning - Glendive
15 Delicate Balance	16
19	20 Managing Conflict
21	22
23	26
27	28
29	30

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First Annual Employee Recognition Day Honors State Employees

Ceremonies held on February 20 marked the first annual Employee Recognition Day honoring state employees. By request of Governor Stephens, agencies honored exemplary employees. The governor presented plaques to award recipients who have excelled in performance. A reception hosted by the Helena Chamber of Commerce followed the ceremony.

An annual Excellence in Performance Awards program is being prepared for implementation by state agencies. This program will set standards for evaluating and choosing agency honorees and will culminate in an annual Governor's Awards for Excellence.

Awards were presented to the following state employees:

Department of Family Services
Kalu George, Great Falls
Clarence Irion, Miles City

Department of Institutions
Glen Kenison, Anaconda
Patricia Pyles, Columbia Falls

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Department of Natural Resources and Conservation
Dan Vichorek, Helena
Kevin Hart, Helena

Department of Highways
Robert E. Fischer, Butte
Colleen M. Stephenson, Helena

Department of Agriculture
Ralph Peck, Helena

Department of Military Affairs
Shirley Miller, Great Falls

Department of Administration
Larry Petersen, Helena
Barb Kain, Helena

Department of Health & Environmental Sciences
Carol J. Patterson, Helena

Secretary of State
Kathy Lubke, Helena

Commissioner of Higher Education
Betty Haight, Helena

Department of Fish, Wildlife & Parks
Dave Mott, Helena
Shirley Broyles & Debbie Cheek, Great Falls

Montana State Library
The entire staff

State Auditor
Debbie Van Vliet, Helena

Department of State Lands
Janet Cawlfield, Helena
John North, Helena

The Office of Public Instruction
Rosemary Riddock, Helena
Vi Kelley, Helena

Department of Commerce
Jerome "Jake" Wines, Helena
Judy Gilliespie, Helena

Department of Social and Rehabilitation Services
Harold McLaughlin, Great Falls
Mary Rude, Helena

Department of Revenue
Norris Nichols, Helena
Clarence Applegate, Helena

Judiciary
Lori M. Burnham, Helena
James Oppedahl, Helena

Department of Labor & Industry
Brian McCullough, Helena

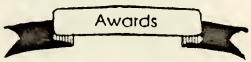
Department of Livestock
E. E. "Cork" Mortensen, Helena
Lorrane Dressler, Helena

Montana Arts Council
Carleen Layne, Helena

Governor's Office
Victor Bjornberg, Helena

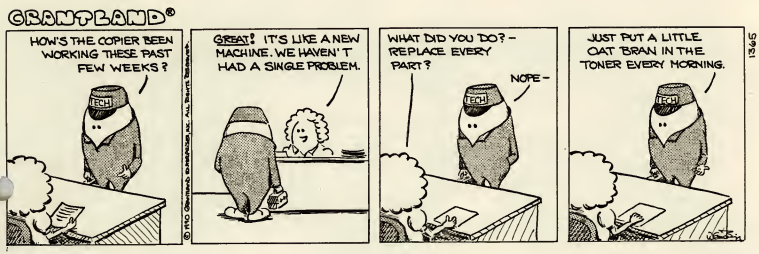
Department of Justice
Shirley Ann Mahoney, Helena
John Connor, Helena

For more information on Employee Recognition Day, contact Linda Currie, 444-3886.



Incentive Awards Presented to State Employees

In conjunction with State Employee Recognition Day held on February 20, Governor Stan Stephens presented cash incentive awards totaling $7,690 to five state employees. Each employee received a check and a plaque signed by the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WHAT DID YOU DO? - REPLACE EVERY PART?
NOPE -
JUST PUT A LITTLE OAT BRAN IN THE TONER EVERY MORNING.
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governor as part of individual recognition for submitting an award winning idea that has been implemented.

The five employees were presented with cash awards ranging from $50 to $3,000. Their efforts have reduced the cost of state government operations or improved services provided to citizens of Montana.

Larry Tegg of the Department of Natural Resources and Conservation developed an automated rubber gate system for the replacement of radial gates on the Broadwater Hydroelectric Power Project. This suggestion has saved the agency approximately $516,375 and will result in an ongoing annual savings of $15,000 to $27,000 per year. Prior to passing away in September of 1989, Mr. Tegg was a civil engineer for the department. His wife Eunice accepted the $3,000 award on his behalf.

Jane Korin suggested that the Department of Social and Rehabilitation Services grant long term care specialists overtime rates to complete the necessary screening of nursing home residents. Prior to her suggestion, the department had planned to contract the screening of nursing home residents at a cost of $210,000. Ms. Korin's suggestion to grant overtime to long term nursing care specialists, rather than contracting out the service, will cost the agency $32,400 and will result in expected savings to the agency of $177,000. Ms. Korin received an award of $3,000. She is a long term care specialist for the Department of Social and Rehabilitation Services in Great Falls.

James Zadra suggested replacing audit forms used by the State Compensation Insurance Fund with a memo indicating that there were no changes in an audit in order to avoid duplication of previously reported audit totals. Mr. Zadra's suggestion is expected to save the agency approximately $12,000 per year and resulted in an award of $1,200. He is a field representative for the Department of Labor and Industry, Workers' Compensation Division in Great Falls.

Berdene Steen suggested the elimination of a requirement that all persons holding an interest in a property must execute a Right-of-Way Agreement when the parcel is needed for temporary construction. Her suggestion resulted in an award of $440 and will save the agency an estimated $4,400 per year. Ms. Steen is a paralegal assistant for the Department of Highways in Helena.

Glenda Pennington, a retired legal secretary for the Department of Labor and Industry in Helena, suggested the use of generic codes for faster processing of new Workers' Compensation Insurance claims. This suggestion is expected to save the agency $500 per year and resulted in award of $50 for Ms. Pennington.

These awards were made possible through the State's Incentive Award Program. This program allows state employees to be recognized and monetarily rewarded for suggestions that reduce the cost of governmental operations or improve services to the citizens of Montana. The state and its taxpayers have realized savings of more than $1,572,127 through the Incentive Award Program.

For more information, call or write Vi Pigman, State Personnel Division, at 444-3871.

Planning Starts for 1990 State Employee Combined Contributions Campaign

The 1990 State Employee Combined Contributions (SECC) Campaign is in the initial planning stages. This is one time during the year when state employees voluntarily contribute at their worksite to worthy causes in their communities. State employees have demonstrated a great deal of generosity toward their communities in past years, which is formally recognized during the SECC.

The campaign which will take place in the fall will be similar to the 1989 SECC campaign with some organizational changes. This year's SECC will be planned and implemented through an Employee Steering Committee. Basically, this group of employees will be in charge of running the campaign. Several of the larger agencies will be asked to nominate one person to this committee. The first

meeting of the committee will be scheduled around the second week of April.

Another change in the 1990 campaign will be the addition of local community coordinators. Agencies within a county will be asked to nominate one employee. The Employee Steering Committee will select one individual who will coordinate campaign activities for all state agencies within that area. The local community coordinator will insure that agency solicitors have been adequately trained, have campaign materials, and will provide assistance and support.

Last year's agency coordinators will be receiving surveys concerning the 1989 SECC. The purpose of the survey is to identify the problems encountered by agency volunteers and to request suggestions to improve this year's campaign. Agency coordinators are encouraged to elicit feedback from agency solicitors.

Hopefully, the changes planned for the 1990 SECC will resolve many of the concerns expressed by some participants in the 1989 campaign. Increased participation of employees outside of the Helena area is a major objective.

If you have questions concerning the 1990 SECC, call Jim Edgcomb, State Personnel Division at 444-3794.

Everyone makes mistakes. It is what you do afterwards that counts.

Anon

WIEAC Meets In April

The Women In Employment Advisory Council (WIEAC) will meet on Friday, April 20, from 8:30 a.m. to 3:30 p.m., in Room 201 of the Capitol Building. Tentative plans include speakers from the Human Rights Division, Child Support Enforcement Division and the Early Childhood Project (Montana State University). The council will review its work plan and discuss several projects that were introduced at the meeting in January.

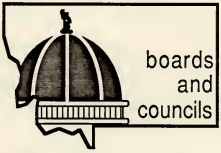
Future meetings are planned for Friday, June 15, Wednesday, August 15 and Friday, November 16.

For additional information about the council, call Liz Hayden, staff coordinator, 444-3789, mornings.

Classification Question

Richard D., a bureau chief, has a vacant position which he needs to fill as soon as possible because of a large work backlog. The position duties have been changed and the position must be reviewed for proper classification before it can be advertised. He has heard that getting a position classified can take months. What can Richard do to insure the most expedient processing of his classification request?

See answer page 5.



Changes to Benefit Plan are Explored

The State Employee Group Benefits Advisory Council met on March 7 to review revenue and expense projections for the health and dental plans. Also, the council identified potential changes to keep the plans fiscally sound.

Revenue projections for the next benefit year indicate that the plan will fall short of its expenses by $5,317,957 or $35.60 per employee per month. This is based on the assumption that inflation in medical costs will run 15 percent both this year and next year. The shortfall will occur even though the state contribution increased from $115 last year to $130 this year and will increase to $150 next year. Because there will be no excess reserves after this year, the plan and/or premiums will have to be changed in order to offset the shortfall.

The council identified a variety of plan and premium changes for study to correct the projected shortfall. The

changes identified for further research include:

-Increasing dependent premiums. Employees' costs for dependent coverage have actually decreased since 1983 and are way short of matching costs.

-Increasing the deductible. This includes increasing the annual deductible and adding a per office visit deductible.

-Eliminating organ transplant coverage. This is a high cost benefit.

-Eliminating the accident benefit. Currently, treatment for accidents are reimbursed at a higher rate than the treatment for illnesses.

-Eliminating core life insurance.

-Establishing variable deductibles with a higher deductible for smokers.

-Covering routine dental exams and x-rays once every 12 months rather than every six months.

-Setting premiums for various subgroups to match their claims costs.

The council discussed the costs of implementing various employee requests for enhancements, including vision coverage, long term disability, and reimbursing all prescription drugs at 90 percent. The council also heard a report on Case Management which revealed a net savings of $105,182 over the past six months. In other words, $7.90 has been saved for every dollar spent.

Also, the council reviewed a draft Request for Proposal for group life insurance benefits. The benefit plan will be let to bid to determine if the plan can be underwritten on a more economical basis.

For additional information, call Joyce Brown, State Personnel Division, at 444-3871.

Committee on State Employee Compensation Meets in April

The Committee on State Employee Compensation will meet for the fourth time on Thursday, April 5 in Helena. This meeting will look at several topics including: a summary of compensation problems and issues which have been identified through public testimony, written comments and the problem identification survey; an overview of compensation principles and practices by the Waters Consulting Group; preliminary discussions of the costs of each percent or dollar increase in the general matrix; and possible revenue options available to support such increases.

All meetings are open to the public and include a 30 minute period for public comment. Anyone wishing to submit written testimony may send it to Laurie Ekanger, State Personnel Division, Room 130, Sam Mitchell Building, Helena, MT 59620.

Lois Menzies, Legislative Council Researcher assigned to staff the Committee, has taken a position with the Department of Justice. Her coworkers on the Compensation Committee project wish her the best.

Questions about the Committee on State Employee Compensation may be referred to Dave Bohyer, Legislative Council, 444-3064, or Laurie Ekanger, State Personnel Division, 444-3871.

Classification Answer

Classification requests are subject to agency review as well as review by the Classification Bureau. The Position Description and a Position Detail Form must be signed by the agency director or designee before submission for classification. Richard should check with his Personnel Officer if he is unsure about what is needed to expedite agency approval.

The time it will take for the Classification Bureau to process Richard's request is dependent on the number of requests preceding Richard's, the priority status of his request, and the accuracy and adequacy of information he has provided with the classification request.

Richard has no direct control, of course, over the Classification Bureau's workload. The bureau does experience periods of peak workloads especially after legislative sessions. Richard can, however, have a significant effect on the time it takes to process his request.

In processing classification requests, the Classification Bureau gives priority to vacant positions over positions with incumbents. This is so agencies can fill the vacancies. When submitting his request, Richard could attach a memorandum which clearly identifies the position as vacant. Otherwise, that fact may not be apparent to the bureau since it is an existing position.

Once review has begun the accuracy and adequacy of information plays an important part in how quickly the action can be processed. Arranging and conducting position audits can be time consuming. The review can be time consuming when information is incomplete or unclear. Richard can speed the processing of his request by ensuring that the Position Description clearly describes the duties and responsibilities of the position and by filling out an Agency Classification Request Questionnaire.

The Agency Classification Request (ACR) Questionnaire is not required but was designed specifically to expedite classification requests. The ACR provides important information which would otherwise have to be obtained through more time consuming processes. The questionnaire also allows agency management to perform some preliminary classification analysis which can speed the evaluation process. Since the form's adoption in July of last year, the bureau has found that job analysis and evaluation is much faster when requests are accompanied by a properly completed ACR.

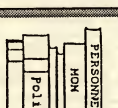
Agency Classification Request Questionnaires can be obtained from your Personnel Officer or from the Classification Bureau.

For additional information about classification actions call Ron Wilson, Classification Bureau, at 444-3853.

Staff Changes

Eric Trimble, formerly a labor relations specialist with the Labor Relations and Employee Benefits Bureau, is now the personnel officer at the Department of Highways. If you have questions about labor relations, call Rod Sundsted at 444-3892.

Randy Pugh recently left his position as an administrative officer with the Labor Relations and Employee Benefits Bureau. Mr. Pugh accepted a position in the Information Systems Division as an Information systems specialist. If you have any questions about deferred compensation or other compensation programs call Joyce Brown at 444-2553.



New Preference Policies Now Effective

The new Veterans' Employment Preference Policy and the amended Handicapped Persons' Employment Preference Policy became effective on March 16, and will be distributed to agencies and other holders of the Montana Operations Manual, Volume III in the near future. These policies are now separate as a result of passage of the Veterans' Employment Preference law in 1989.

This new policy is substantially different from the old policy concerning veterans' preference. The new law provides preference only for external recruitment when an agency uses scored selection procedures. Eligible persons receive added percentage points under the new preference. Many of the eligibility requirements have changed as well.

The Handicapped Persons' Employment Preference Policy was amended to delete references to veterans. With the exception of these deletions there are no substantive changes to the Handicapped Persons' Employment Preference Policy.

If you have any questions or need additional information concerning this policy, call Jim Edgcomb, Liz Hayden or Gale Kuglin, State Personnel Division, at 444-3871.

Personnel Policy Network Meeting is Scheduled

The Personnel Policy Network is scheduled to meet April 12. Among various other personnel topics, the network will discuss the Committee on State Employee Compensation and the policies currently being developed or revised.

The network is composed of personnel officers and other designated agency personnel

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

State Personnel Division
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Helena, Montana 59620

Phone: (406) 444-3871

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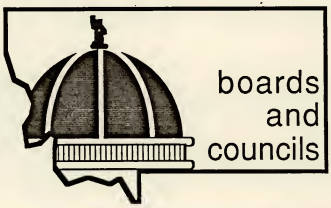

Committee on State Employee Compensation Reviews Pay Systems

The Committee on State Employee Compensation met April 5 to hear a report on compensation systems and theories from a Dallas consultant and to further identify problems in the state compensation system.

Rollie Waters, hired by the committee as a compensation consultant, presented an overview of wage and salary issues. He discussed the importance of job evaluation and analysis in developing a pay structure, and reviewed different types of pay systems. Skill-based pay, automatic and variable step rates, and merit-based pay were among the systems he reviewed.

After Mr. Waters' presentation, the staff presented a survey report on Montana's revenue sources versus the sources used by other states in the region. Highlights of the data showed:

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• The sales tax is the primary source of revenue of 10 of the 13 states surveyed in the report.

• Four states (Nevada, South Dakota, Washington and Wyoming) do not impose an individual income tax.

• In those states that have both an income tax and a sales tax, the sales taxes are of much greater importance, except in Colorado, Utah and Minnesota where the income and sales taxes are of equal importance.

The staff also reviewed the final results of a problem identification survey given to state employees, managers and union representatives. Although all data showed an overall dissatisfaction with the state's compensation system, the survey also showed:

• Employees, managers and union representatives all said they were the most dissatisfied with direct compensation (i.e., cost-of-living increases and salary). Respondents were generally satisfied with insurance and leave benefits and felt these benefits compared to those offered by other employers in Montana.

• Employees in protective services, professional, and skilled craft positions are the occupational groups least satisfied with their salary.

• By occupation, administrators and officials are the most dissatisfied with their cost-of-living increases, while employees in service and clerical positions are the least dissatisfied.

• By grade level, managers and employees above grade 16 were the most dissatisfied with cost-of-living and salary increases, while employees at grade five to eight were the least dissatisfied.

The committee's next meeting is tentatively scheduled for the second or third week of May. Mr. Waters will present his analysis of Montana's state employee compensation system. Staff will review the results of a salary and benefits survey and compare the compensation systems used by other states and large companies in the private sector.

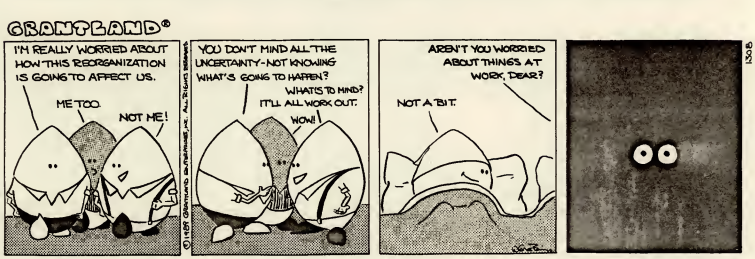
For additional information about the Committee on State Employee Compensation, call Sheri Heffelfinger, Legislative Council at 444-3064 or Laurie Ekanger, Department of Administration at 444-3879.

Preference Briefing Paper Revised

The State Personnel Division has issued a revised briefing paper which answers a variety of questions related to the new Veteran's Preference law and policy. Copies of the briefing paper are being distributed to all agencies to assist personnel officers and managers with the requirements of Veteran's Preference.

If you have questions about the Veteran's Preference or the Handicapped Person's Preference policies, call Jim Edgcomb or Liz Hayden at the Personnel Division, 444-3871.

Remember: next state holiday is **May 28, Memorial Day.**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NOT ME!
YOU DON'T MIND ALL THE UNCERTAINTY - NOT KNOWING WHAT'S GOING TO HAPPEN?
WHAT'S TO MIND? IT'LL ALL WORK OUT.
WOW!!
AREN'T YOU WORRIED ABOUT THINGS AT WORK, DEAR?
NOT A BIT.
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General Services Assists Recycling Efforts

In support of the "Growing Friends of Helena Trash For Trees Drive," the Department of Administration, General Services Division will provide drop sites for recyclable aluminum cans and newspapers and inserts that come with newspapers. The drop sites include:

Capitol Building, 1st floor lobby; **Cogswell Building**, 1st floor (old wing) lobby; **DNRC** Building, 1st floor lobby; **Fish, Wildlife & Parks Building**, 1st floor lobby, and **Mitchell Building**, basement (old wing) lobby.

General Services Division will pick up and store the recyclable items until April 21, and then deliver them to a designated area. Earth Day is Sunday, April 22.

Bring your recyclable items and help "Growing Friends of Helena" make our city more beautiful!

Child Support Enforcement: Employers Subject to New Laws

In 1989, Montana's child support laws implemented automatic withholding and mandatory child support guidelines. Any support order issued or modified in Montana after January 1, 1990, is subject to automatic income withholding.

Section 40-5-425, MCA, requires employers to obtain a written statement from every employee hired after January 1, 1990, inquiring whether the individual owes child support that is subject to automatic withholding. The State Personnel Division has provided a sample form to agency personnel representatives. The form may be reproduced or used as a guide to develop an agency form to obtain the required information.

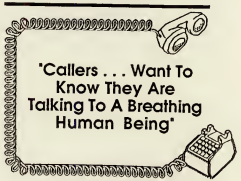
If the employee owes a support obligation subject to automatic withholding, the employer must begin deducting support immediately. Employers will retain the money until an "Order to Withhold" is received from the Department of Social and Rehabilitation Services, Child Support Enforcement Division (CSED). (If the order is not received within 45 days, employers should call their regional CSED office.)

Employers must notify the CSED office in Helena whenever an employee who is subject to withholding is no longer employed. If known, the following information must be provided by the employer: date terminated, employee's last known address, and name and address of new employer or other source of income.

An employer may ask an individual to complete a "Child Support Obligation Form" only after a job offer has been made and accepted. (Employers may not refuse to hire someone because the applicant has a child support withholding obligation.)

Additional information about the automatic income withholding and mandatory child support guidelines is included in "Kids, They're Worth Every Penny." This booklet, prepared by CSED in Helena, has been distributed to state agency personnel representatives.

If you have questions about these procedures or your obligations as an employer, call Dennis Shober, chief, Field Services , CSED, at 444-3347, or call Liz Hayden or Jim Edgcomb at the State Personnel Division, 444-3871.



(Note: Reprinted from The State Scene, March, 1990, Hartford, CT. By Bill Seymour, editor.)

Telephone manners. They seem like something we know. Right? Not really. Remember that call the other day when you heard, "Please hold." Before you could say "Wait," you were abandoned, thrown into this black hole of silence or repeating computerized Mozart. Some others cast adrift get a radio station.

Think about the travels around an office complex. Your call suddenly is transferred from one number to the next. You become an electronic marathon runner, short-circuiting in frustration. If you had run where your voice went, you might have lost 15 pounds.

Of course, there are the horror tales of people who

don't know whose phone they're answering, who are arrogant and hang up, who don't get the message right.

We've all experienced some of these problems or others.

On the other hand, with many of us answering calls all day every day from people seeking government's help, it's important to think about how they feel if they're pushed, pulled or put on terminal hold.

There is a code of conduct of sorts for telephone answering. Polite telephone manners are also policies in many businesses that depend on good impressions with potential customers and repeat business with others.

The following suggestions are compiled from comments, a newsletter for employees of the State of Georgia and Barbara Lineburgh of the Aetna Institute at the Aetna Insurance Co. in Hartford.

- ***Answer the phone on second or third ring.*** Identify the unit or department and yourself or your supervisor's name so that callers know where they've landed. They want to know they're talking to a breathing human being. Answer with a "smile." Your voice sounds more pleasant if you imagine facing the person.

- ***Listen. Take notes. Keep your concentration on the callers.*** Tell callers if you plan to put them on hold, take a message or transfer them. Don't put people on hold without telling them. Some people don't want to be put on hold. Always give them a courteous choice. If transferring, give them the number so they can call back if a problem develops or if they are disconnected.

- ***Empathize with callers seeking help, especially irate people.*** When recommending a different department, unit or person to callers, always give them a correct phone number or at least a number for general information.

- ***Offer to have someone return the call.*** This helps callers avoid making yet another call to get to their intended destination.

- ***When talking to callers, use their names.*** Do it at least once to reaffirm you are talking to them and you are not "some faceless bureaucrat."

- ***Know frequent callers.*** They deserve to speak with someone who can spell and pronounce their names.

- ***When writing messages, double check them.*** Make sure that you copied correct names and numbers. If you know shorthand and the message is long, take it down in shorthand. Transcribe it with all the details. Don't filter the facts for either the callers or the persons called.

- ***Repeat messages in your own words to callers.*** Spell names and numbers to make sure the message is right.

- ***Give out only necessary information.*** Answer only the questions asked. This helps to avoid wasting callers' time and giving out misleading or incorrect information.

- ***Always be nice when you hang up.*** Be cheerful. Being pleasant may take some effort, but remember how good you felt when a sour conversation ended upbeat.

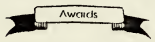
(Montana state government's Professional

Governor's Cup Race, 1990

Mark **June 2nd** on your calendar! The State Healthbeat Program is sponsoring a State Government Competition among State Agencies.

For more information, contact your agency race coordinator or call Vi Pigman at 444-3809.

Development Center offers a workshop, "Telephone Courtesy." For information, call the Professional Development Center at 444-3985.)



GCEPD Wins Top Honors

Montana's Committee on Employment of People with Disabilities (GCEPD) has won one of four presidential awards for its 30-second public service announcement (PSA) that is appearing on statewide television.

The announcement features Montanans who are disabled and employed. Scenes include Tim Harris and Gordan Hage playing basketball in wheelchairs; Bob Maffit, who is blind, working in his state office; Chuck Peterson working at the Montana Developmental Center (Mr. Peterson is now employed by the Deer Lodge school systems), and Kathy Collins teaching at C.R. Anderson School.

A Montana representative is invited to receive the Media Award for Excellence during a ceremony May 3 in Washington, D.C. Linda Currie, executive director of GCEPD, said the committee is seeking funding for that trip.

The committee received $2,000 from the Department of Labor and Industry to pay for the PSA, which was produced by Maney Telefilm of Butte.

The PSA was released October 26, 1989, and will be broadcast throughout the state during this year.

"I've received a lot of calls from recruitment sources who have said the PSA is helping them find work for disabled clients," Currie said. "We're very excited."

Members Appointed to GCEPD

Governor Stan Stephens recently named his appointments to the Governor's Committee on Employment of People with Disabilities (GCEPD). Members include the following:

Advisory and Advocacy Organization Members

Robert T. LeMieux, Great Falls, School for the Deaf and Blind, representing Visual Services Advisory Council; **Brett Vieke**, Butte, representing Visual Services Advisory Council; **Fred Fisher**, Helena, Department of Institutions, representing Mental Disabilities Board of Visitors; **William Comp**, Fort Harrison, Veterans Administration Medical Center, representing the Disabled American Veterans, and **H.P. Brown**, Great Falls, representing the Developmental Disabilities Advisory Council.

Private Sector Employer Members

Lowell Bartels, Helena, McDonald's Restaurants; **Ron McDonald**, Helena, U.S. West Communications, Inc.; **Wade Johnston**, Missoula, Johnston Industrial Corporation, and **Pat Goodover**, Great Falls, Goodover Enterprises.

Members At Large

Judy Harris, Helena; **Linda Valentine**, Billings, Yellowstone Boys & Girls Ranch; **William F. Heinecke**, Belgrade, and **Ron Garbarino**, Butte, Project Challenge.

Public Sector Employer Members

Julia E. Robinson, Helena, Director of the Department of Social and Rehabilitation Services; **Gary Garlock**, Billings, Director of Pupil Special Services, Billings Public Schools.

Ex-Officio Members

Mark Bowlds, Helena, Department of Labor & Industry; **James Whealon**, Helena, Office of Public Instruction, and **Dennis Taylor**, Helena, Department of Social and Rehabilitation Services.

The committee will meet April 27 in the Glacier Room of the Lee Metcalf Building, Helena at 9:30 a.m.

For additional information, call Linda Currie, executive director, at 444-3886.

Savings Bond Drive

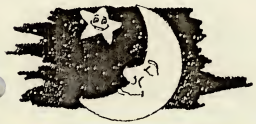
The 1990 Savings Bond Drive is almost here! It will begin May 30 and will run through June 29.

Beginning in 1990, the interest on Series EE Savings

Bonds may be exempt from federal income tax if tuition and fees are paid to colleges, universities and qualified technical schools during the year in which the bonds are redeemed. This exemption applies not only to your child's education, but to your education as well. These bonds are exempt from state income taxes.

Additional information on this new feature and other aspects of Savings Bonds will be available from a canvasser in your area during the drive in June.

HEALTHBEAT



How To Avoid Those Sleepless Nights

(Note: Reprinted from CareWise, March, 1990.)

Has the switch to daylight savings time played havoc with your snooze alarm? Do you suffer from bouts of insomnia? The best treatment for sleep problems is to develop good sleeping habits, to train yourself to get restful, renewing sleep. Self-help measures can ward off insomnia.

- **Get regular exercise.** Exercise tends to benefit sleep, but not in the morning (too early for the benefit) or late at night, which may leave you stimulated, not sleepy. Afternoon or early evening works best to help sleep.

- **Avoid naps.** Although most people feel like sleeping between 2 and 4 p.m., daytime naps actually disrupt nighttime sleep.

- **Sleep better by cutting back on coffee, alcohol and cigarettes.** Afternoon and evening caffeine contributes to nighttime wakefulness. Alcohol, which will make you sleepy initially, causes fragmented sleep and waking in the middle of the night. And in at least one study, sleep patterns in smokers improved when they stopped smoking.

- **Stick to a regular sleep schedule.** Avoid staying up late or sleeping in on weekends. Don't linger in bed or try to oversleep if you've had a rotten night. It disrupts your normal biological rhythm.

- **Avoid a lot of hullabaloo before bedtime.** Prepare for sleep with a quiet routine each night. Try light reading, soft music, a relaxing T.V. program.

- **Use sleeping pills sparingly.** Prescribed correctly, in small doses for short time periods, pills can break an insomnia cycle. Long term, they lose effectiveness, cause drug hangover and poor performance the next day, and always have the potential for interacting with other drugs and alcohol. They can also cause "rebound" insomnia. They particularly create problems for elderly people who report more sleeping problems, who use a disproportionate amount of sleeping pills prescribed in this country, and who are more apt to metabolize all drugs poorly.

For information about the state's Healthbeat programs, call Linda Kaiser at 444-3946.

Staff Changes

Lana Loughrie returned to the Classification Bureau on March 20 after a six-month educational leave-of-absence. Ms. Loughrie is supervisor of the bureau's standards and methods section. Her phone number is 444-3854.

Kathy Battershell has been promoted to supervisor of the Employee Benefits Bureau Insurance unit. Her telephone number is 444-3947.

Greg Engellant has joined the Classification Bureau as an office clerk.

New Management Council Appointed

Governor Stephens has appointed members to the Management Development Advisory Council (MDAC). This council offers advice and direction for the Professional Development Center's (PDC) training goals. Members are **Karen Barclay**, director, Department of Natural Resources and Conservation;

Peter Blouke, deputy director, Department of Social and Rehabilitation Services; **David Darby**, budget director, Office of the Governor; **Carolyn Doering**, administrator, Management Services Division, Department of Commerce; **Laurie Ekanger**, administrator, Montana State Personnel Division; **Maureen Fleming**, Ph.D., Professor of Management, University of Montana; **Mike Lavin**, deputy director, Department of Justice; **Russell McDonald**, administrator, Personnel Division, Department of Highways; **Mike Micone**, director, Department of Labor and Industry; and **Kenneth Weaver**, Ph.D., Political Science Chairman, Montana State University. Suggestions or comments about the Professional Development Center should be directed to any MDAC member or call the PDC at 444-3895.

ICCW OFFERS "SUIT YOURSELF" SERIES THROUGH PDC

The Interdepartmental Coordinating Committee for Women (ICCW) is again sponsoring a series of seminars on a variety of topics. Topics to be covered in this series of four-hour seminars to be held in the auditorium at SRS are:

Supervisory Leadership, April 26, with John Camper.
On Becoming Assertive, May 2, with Kathleen Bartole of PDC.
Introduction to the State Budgeting Process, May 9, with Carolyn Doering, Dept. of Commerce.
To Your Health, May 15, various presentors from state government and St. Peter's Community Hospital.

"Suit Yourself", continued

Balancing Work and Family, May 24, with Kathy Guy, Ph. D., from St. Peter's Community Hospital.
Take Your Word For It, May 30, with John Camper and Kathleen Bartole.

Each seminar costs $10 and all begin promptly at 8:30 a.m. Registration will begin at 7:45 a.m. and payment is expected at that time. Checks should be made out to "ICCW."

PDC MAY CLASSES

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employees Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in Lewistown, May 2 and 3, 1990. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. It will be held at the Park Inn formly the Yogo Inn in Lewistown. Cost is $55 for those covered under the Public Employee's Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

ATTITUDES: Getting the Most From Your Work and Life

This day-long seminar is aimed at helping individuals get the most from work and life. It addresses personal development and characteristics that help or interfere with that process. The seminar will be presented on May 3 in the Lee Metcalf Building from 8:30 a.m. to 4:30 p.m. Cost is $65, and the instructor will be James Burgess of Professional Resources, a consulting firm in Helena.

SBAS: FISCAL YEAR-END PROCEDURES

This course provides advanced information on accounting in state government to help employees get beyond the basics of SBAS. It will benefit experienced accountants, accounting supervisors, and budget analysts. The course will be taught by Terry Atwood of the Accounting and Management Support Division, Department of Administration, and is offered May 11. This seminar is located in the Montana Training Center, Lee Metcalf Building. Cost is $60 for this day-long workshop.

AIDS AND THE MANAGER

This one-day seminar is intended for supervisors who may be the "first to know" if an employee is diagnosed with AIDS. How that supervisor handles that information and what actions he or she takes next can be a C.L.E. (Career Limiting Experience) for the supervisor as well as the employee. This seminar will provide answers to questions about AIDS in the workplace and will be presented in the Glacier Room, Lee Metcalf Building, May 16, from 8:30 a.m. to 4:30 p.m. Cost is $55.

PURCHASING FOR STATE AGENCIES

This day-long seminar, taught by Bruce Swick of the Procurement and Printing Division, Department of Administration, covers the rules and regulations as well as the principles of purchasing for state agencies. The course is intended for all purchasing agents. It will be presented in the Lee Metcalf Building on May 17 at a cost of $60.

WRITING POSITION DESCRIPTIONS

This seminar will be presented by the Classification Bureau, State Personnel Division. Writing position descriptions is one of the most important jobs a manager can perform. There are certain principles that must be followed. This seminar will address those principles. It will be conducted in the Lee Metcalf Building, May 24, from 8:30 a.m. to noon. Cost is $45.

AND OTHERS TOO...

The other courses being taught during May are:

★ **Technical Writing.** May 2. $60.00.

★ **Managing Service Contracts.** May 3, Cost $45.00.

★ **Documenting Disciplinary Actions.** May 18, Cost $45.00.

★ **Preventing Sexual Harassment.** May 9, Cost $25.00.

★ **Contemporary Writing Skills.** May 16/17, Cost $60.00.

★ **Managing Conflict.** May 30, Cost $60.00.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Linda Kaiser
Jeanette Handelin
Sheri S. Heffelfinger
John Camper
Liz Hayden
Mark Cress
Gale Kuglin
Linda Currie
Jim Edgcomb
Laurie Ekanger

If you have comments or would like additional information about Personnel Perspectives call Liz Hayden or Jim Edgcomb at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER CLASSES

	May 1	Technical Writing 2 ICCW - Assertivness	Attitudes 3 Managing Service Contracts	4
		Pre-Retirement Planning - Lewistown		
7	8 Documenting Disciplinary Actions	9 ICCW - Budget Prevent Sex Hrsmnt	10	11 Fiscal Year End Procedures - SBAS
14	15 ICCW - Health	AIDS & the Mgr 16	Purchasing for State Agencies 17	18
		Contemporary Writing Skills		
21	22 Patient/Employee Privacy Issues Kalispell	23	ICCW-Work/Family 24 Writing Pos Descrip	25
28 MEMORIAL DAY	29	ICCW - Take Your Word for It... 30 Managing Conflict	31	June 1

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

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Montana Personnel Perspectives

Volume X, Number 2 May, 1990

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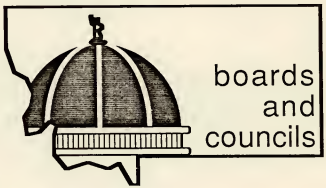

Benefits Advisory Council Recommends Benefit Changes

The State Employee Group Benefits Advisory Council met on May 8 to consider possible measures to keep the State's self-insured health and dental plan financially sound. The plan faces a shortfall because medical costs are running 12% above last year and are expected to increase another 15% next year.

The Council recommended the following combination of premium increases and benefit changes:

-Increase the monthly out-of-pocket cost of all dependent coverage $10.00 to $53.20 for full family coverage; $41.20 for employee and spouse coverage; and $17.20 for employee and child(ren). These out-of-pocket costs can be paid with pretax dollars and will be only slightly more than 1983 out-of-pocket costs which were $50.70; $38.70; and $14.70.

-Increase the co-payment from 20% to 25% of each benefit year's first $2,500 of allowable charges after deductible per individual; $5,000 per family.

-Increase the annual deductible to $175 per person, and a maximum of $525 per family.

-Eliminate the carryover of credits toward deductible earned during the last quarter of a benefit year into the next year.

-Eliminate the $500 supplemental Accident Benefit which pays the member's deductible and co-payment obligation for accident-related charges incurred within 90 days of the accident.

-Self-insure organ transplant benefits and limit the benefit to $100,000.

-Adopt a revised payment system made available by Blue Cross and Blue Shield of Montana. This system bases allowable charges for various medical procedures, not only on prevailing fees, but on reasonableness criteria which preclude unreasonable increases. Blue Cross/Blue Shield member doctors have agreed to accept allowances and not bill plan members for extra charges. Non-member doctors will be reimbursed 10% less than member doctors and may bill extra charges.

-Provide carve-out coordination with Medicare for Medicare retirees. Carve-out coordination subtracts Medicare payments from the Plan's obligation so the plan's obligation is reduced dollar for dollar paid by Medicare. Medicare retirees currently pay reduced carve-out premiums but are provided benefits equivalent to those of active employees because the Plan picks up costs not covered by Medicare up to its total obligation.

Additional savings will result from switching life insurance carriers. Standard Life Insurance Company has successfully bid on the life insurance contract, and will provide the $10,000 core life at an annual savings of $.90 per employee per month. Optional life insurance will also be available at reduced rates.

The proposed changes and favorable life-insurance results are expected to save $23 per employee per month. However, these savings in combination with a $20 per employee per month increase in State contribution (from $130 to $150) still leaves the State Plan spending more than it takes in. This will reduce reserves but not below acceptable levels.

Without the plan changes, reserves would dip to almost $4,000,000 by the end of next plan year which is too low for a plan with over $20,000,000 in annual claims. The changes are expected to keep the reserve level at a little more than $8,000,000 as recommended by the benefits consultant.

For additonal information, call Joyce Brown, State Personnel Division at 444-2553.

Health Plan Still Competitive

The cost savings changes recommended for the State Health Plan will not leave Montana state employees with less coverage or paying higher premiums than their counterparts in surrounding states according to a recent salary and benefits survey. The biennial State Salary and Benefits Survey conducted by the Department of Administration reveals that the Montana Health Plan currently has the lowest annual out-of-pocket maximums (deductible and co-payments paid by plan members) of any of the 13 states surveyed. It has the third lowest employee-paid premiums.

Cost savings changes recommended by the State Employee Group Benefits Advisory Council will only slightly change that picture. The out-of-pocket maximums per individual will be $175 in individual deductible plus $625 in co-payment (25 percent of the first $2,500 of allowable charges) for a total of $800 annually. The total out-of-pocket maximums per family will be $525 in maximum family deductible plus $1,250 in maximum co-payment (25 percent of $5,000) for a total of $1,775 annually.

With the proposed changes, Montana's out-of-pocket maximums will move from lowest to second lowest among the thirteen states surveyed -- assuming the other states don't face similar changes. The individual out-of-pocket maximums for the 13 states range from $700 (Oregon) to $7,500 (Nevada) with the majority in the $1,000 - $2,000 range. At $800, Montana's individual out-of-pocket maximum will exceed only Oregon's. Family maximums range from a low of $1,575 (New Mexico) to a high of $15,000+ (Nevada) with the majority in the $2,000 - $3,000 range. At $1,775 Montana's family out-of-pocket maximum will exceed only New Mexico's. It should be noted that three states' out-of-pocket maximums apply to services outside a Preferred Provider Network. Maximums on services of selected providers would be lower.

Since out-of-pocket maximums apply only to "allowable charges," what medical charges are allowed should also be considered in comparing plans. Although detailed benefit information was not collected in the survey, state benefit packages are generally comparable, with differences appearing in areas other than acute medical care such as mental health services, chiropractic, and physical therapy services.

With respect to proposed premiums, the Montana State Plan, like five other plans, will require no employee premium contribution for employee-only coverage. The other seven plans require contributions of from $1 per month to $43.27 per month.

For dependent coverage, Montana's premium requirement will rank fifth -- assuming the other states don't face similar premium increases. Three states pay the entire dependent premium. Of the 10 states requiring employee contribution, the required contribution for full daily coverages ranges from $30.89 (Utah) to $222.25 (Colorado) with the majority ranging around $100 per month. Montana's employee contribution for full family coverage will be $53.20 per month, second lowest among those states requiring any contribution.

For clarification or more information contact Joyce Brown at the State Personnel Division, 444-2553.

Barrier Awareness Week Observed

Barrier Awareness Week for the State of Montana was held between April 30 and May 4. Agencies conducted the following activities during the week:

- Auditor's Office - Approved the message: "April 30-May 4 is Barrier Awareness Week. Help Disabled Montanans achieve 'Another Decade of Independence.'" It appeared on paychecks May 2.

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S103

"GO BACK TO BED"

• Administration - Held Windmills training.

• Commerce - Held Windmills training.

• Highways - Held a workshop on accessibility and awareness.

• Institutions - Held three Windmills training sessions.

• Justice - Increased management awareness by having administrators and managers use a wheelchair. Attorney General Marc Racicot used a wheelchair for an entire day.

• Lands - Set a block of time aside where adminstrators and managers were unable to communicate through voice or hearing. They had to use telecommunications devices for the deaf, write notes, use computers, etc. to communicate among themselves or with staff and public.

• Library - Held Windmills training.

• Revenue - Featured a disabled employee in its monthly newsletter. The Barriers faced by disabled employees were also part of the article.

• SRS - Publicized events concerning disability awareness. The Pluralism Council presented informative films on barrier awareness at their April 30 meeting.

For more information on the annual Barrier Awareness Week, call the Montana Independent Living Project, Inc., 442-5158, or Linda Currie, 444-3886.

New GCEPD Members Meet For First Time

Newly-appointed members of the Governor's Committee on Employment of People with Disabilities (GCEPD) held their first meeting on April 27. Chief of Staff Steve Yeakel welcomed the members on behalf of Governor Stephens.

GCEPD members were given an overview and history of the committee. After a brief review of member biographies, the group elected Ron McDonald of U.S. West as chair for the next two years. Judy Harris, an accessibility consultant in the Helena area, was elected vice-chair. The committee heard reports on the 1989 Disability Employment Conference, the Supported Employment Task Force, the committee's awards program and the public service announcement on disabled employment.

The public service announcement produced by the committee won a national award for the GCEPD. Ron McDonald agreed to attend the President's Committee on Employment of People with Disabilities' Conference to accept the Media Award. Through the generosity of several businesses and Helena area people, funds were raised to enable the committee to send Mr. McDonald to Washington D.C. for this event. Funds were donated by: Montana Power Company, Personnel Plus, USF & G, IBM, McDonalds, U.S. West, and Montana House of Representatives members Jan Brown, Ed Grady and Mark O'Keefe.

The Women In Employment Advisory Council (WIEAC) gave the GCEPD the money to make an open-captioned copy of the public service announcement to be shown at the national conference and then to be aired on local stations.

The afternoon session centered on the 1990 workplan, formation of subcommittees, legislative issues, and the promotion of accessibility issues. The Holiday Inn in Missoula was chosen as the site for the October 25, 1990 Disability Employment Conference. June 12 and September 6 were set as the next meeting dates.

For more information on GCEPD or the meeting, call Linda Currie, 444-3886.

The 1990 SECC Employee Steering Committee Is Formed

The 1990 State Employee Combined Contributions Campaign (SECC) Employee Steering Committee has been formed. Several state agencies provided an employee to be on the committee. This group of employees is in charge of running the annual charitable campaign. The group will meet for the first time on May 15, 1990. The following employees were

selected to be on the committee:

Martin Beatty, Department of Highways

Margaret Morgan, Department of Justice

Dale Graff, Department of Fish, Wildlife and Parks

Beverly Bernal, Department of Revenue

Lois Ennis, Department of Family Services

Deborah Peterson, Department of Institutions

Randall Mosley, Department of State Lands

Yolanda Fitzsimmons, Department of Health and Environmental Sciences

Marcene Lynn, Department of Administration

Robert Pancich, Department of Commerce

John Holbrook, State Auditor's Office

If you have any questions concerning the 1990 SECC, call Jim Edgcomb, State Personnel Division at 444-3794.

WIEAC Meets

The Women In Employment Advisory Council (WIEAC) will provide $200.00 to the Governor's Committee on Employment of People with Disabilities (GCEPD) to add open captions to their award winning public service announcement. The decision was made at WIEAC's meeting on April 20.

Council members also heard from speakers about current changes in the laws affecting child support programs, equity issues that face women in the teaching workforce. They also heard about discrimination cases and other employment barriers from staff of the Human Rights Commission.

WIEAC will be contacting various groups in Montana to encourage the nomination of women to serve on state government boards and councils. This will be done in order to assist with efforts of balancing the number of men and women who fill these positions.

Also, the council received a copy of the 20-minute video, "The New Workforce: Women in Non-traditional Careers." This video was made by the Career Development Program at Miles City Community College. Last year WIEAC purchased 50 copies of the video. These videos were distributed to libraries and community organizations throughout the state for the public's use. If you wish to borrow the video, call Liz Hayden, WIEAC staff, at 444-3789.

The next council meeting will be on June 15, room 136, in the Mitchell Building.

For information about WIEAC, call Liz Hayden at 444-3789.

It usually takes me more than three weeks to prepare a good impromptu speech.
Mark Twain

Source: Briefcase, November 1989

Annual Change Period For Insurance Benefit Changes

The annual change period for employees participating in the premium payment plan will be June 1, 1990, through June 29, 1990. A 1990 individual benefits statement will be available to all active employees through their payroll clerks after May 25, 1990. If the employee is a member of the premium payment plan, any corrections or changes to the information contained in the individual benefits statement must be made at this time for the coming benefit year starting September 1, 1990.

During the annual change period, normal mid-year restrictions on premium payment plan changes do not apply. Dependents may be added or deleted from health and dental coverage, and life or accidental death and dismemberment insurance may be changed. However, most dependents will still need to provide evidence of insurability and be approved before they can be added. Therefore, it is essential to request all changes as soon as possible in the change period to assure the earliest possible effective date (September 1, 1990).

Changes requested any other time during the benefit year can only be done in compliance with Internal Revenue Code restrictions on mid-year changes in premiums. Now is the time to make insurance changes.

For additional information about the annual change

period for health insurance, call the Employee Benefits Bureau at 444-3871.

New Classification Methodology Being Developed

The Classification Bureau is currently involved in the development and testing of a point-factoring job evaluation plan called "BFM2 (Benchmark Factoring Method 2)." This plan contains many of the elements that were developed during the Classification Enhancement Project that took place from 1983 to 1985, as well as some elements from the current methodology, including the Executive/Manager Evaluation System. By summer, the plan should be ready for agency review. Updates will be provided as work on the new methodology progresses.

Meanwhile, the Standards and Methods Section is working on several major occupational reviews, including Geologists, Food Service Supervisors, Microbiologists, Media Programmers, Dental Hygienists, Water Resource Technicians and Specialists, and Graphic Design Technicians and Specialists. In addition to these reviews, the section has recently completed and implemented new class specifications for Training and Development Officers, Information Systems Specialists, and Purchasing and Supply Assistants and Specialists.

The Operations Section continues to receive more requests for reclassification of positions than is normal for this time of year. The turnaround time on normal requests is at least two weeks, with some taking as long as two months, depending upon the quality of information that accompanies the request.

For more information on the point-factoring project or class reviews, call Lana Loughrie, at 444-3854. For information on reclassification requests, call Ron Wilson, at 444-3853.

Labor Relations Question

An employee at a state agency no longer wanted to be represented by a union and was leading an effort to have the union decertified. The union representative told the employee that unless he abandoned his decertification efforts, the union would have him fired when the decertification was over. The union representative, however, neither threatened or inflicted any bodily harm. The employee complained that the union had unlawfully restrained and coerced him in the exercise of his rights. The union replied that they made no physical threats and the threat of discharge was meaningless, since the union had no power or authority to fire the employee. Was the union's conduct unlawful?

U.S. SAVINGS BONDS
THE GREAT AMERICAN INVESTMENT

Savings Bond Drive Starts May 30

The 1990 Savings Bond Drive is on! It begins on May 30 and will run through June 29. Savings Bond materials will be furnished to you by your payroll person with the payroll of May 30.

For many years savings bonds have been popular among parents for college saving, because they are exempt from state income taxes. Beginning in 1990, the interest on Series EE Savings Bonds may be exempt from federal income tax, if you pay tuition and fees at colleges, universities, and qualified technical schools during the year you redeem the bonds. In addition, the exemption applies to more than just the education of your children, it can apply to your own education as well.

Additional information on this new feature and other aspects of savings bonds are available from a canvasser in your area during the month of June.

Now is your opportunity to increase your current savings or become a new saver!

Heritage Day 1991

Gov. Stephens has declared Friday, July 5 as Heritage Day in 1991. It will be observed this year on November 23, 1990.

Staff Changes

John Moore has been promoted to the training manager of the Professional Development Center. Mr. Moore has been a trainer since 1984. His new phone number is 444-3885.

John Camper, who has been the training manager of the Professional Development Center, is stepping down to become a trainer on a half-time basis. Mr. Camper has been with the center since 1983 when it was created. His new phone number is 444-3749.

Jan Shope has been promoted to program assistant in the Employee Benefits Bureau. Her telephone number is 444-3813.

Cathy Mason has been promoted to administrative officer in the Employee Benefits Bureau. She will be in charge of the deferred compensation program. Ms. Mason was an analyst in the Classification Bureau since November. Her new phone number is 444-3849.

Labor Relations Answer

Yes. It is unlawful for a union to restrain or coerce employees in the exercise of their right of self-organization, 39-31-402, MCA. Such coercion is unlawful regardless of the union's ability to follow through on the threat.

For further information, call the Labor Relations Bureau, 444-3871.

PDC JUNE CLASSES

There have been changes in the Spring 90 training poster for the quarter:

MEETINGS FOR RESULTS

This half-day seminar is aimed at helping employees conduct better, more efficient, meetings, and to become better participants at meetings. The seminar will be held in the Montana Training Center, Lee Metcalf Building, from 1 p.m. to 4:30 p.m., June 11. **NOTE**: This had previously been scheduled for June 5. Cost is $45.00.

PROGRAM PLANNING

Getting beyond the initial feelings that the "task is overwhelming" and taking hold of the situation is the aim of this day-long seminar. It is intended for project or program managers and others. It had been scheduled for June 6, but has been moved to June 8 from 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.00.

TRANSFORMING YOUR WORK INTO A GROWTH EXPERIENCE

Mary Ellen Campbell from the University of Montana will again present this popular seminar aimed at those who face job "burn-out." Positive steps for improving attitude and job performance are included. It will be held in the Montana Training Center, Lee Metcalf Building on June 7, from 8:30 a.m. to 4:30 p.m. Cost is $65.

EEO, RECRUITMENT AND SELECTION

This day-long seminar, will be conducted in the Lee Metcalf Bldg, June 7. It is aimed at managers who, when hiring a new employee, naturally want to attract and choose the most qualified. At the same time, it addresses the laws and regulations that must be taken into consideration. Cost is $60.00.

MANAGING STRESS

We all experience stress at times and the experts tell us that a certain amount is needed. However, when the stress becomes too much there are some things we can do. This day-long seminar teaches methods that anyone can use to reduce stress. The class meets June 13 from 8:30 a.m. to 4:30 p.m. in the Lee Metcalf Building. Cost is $60.

INTERVIEWING SKILLS

This day-long seminar is intended to provide participants with the skills and tools necessary to conduct an effective selection interview in order to hire or promote the best applicant. It will be held June 21 in the Lee Metcalf Bldg. Cost is $60.00.

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employee's Retirement Division and the Professional Development Center, a

Pre-Retirement Planning Seminar will be conducted in Helena, June 26 and 27, 1990. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. It will be held in the Coach House Inn East in Helena. Cost is $55.00 for those covered under the Public Employee's Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

AND OTHERS TOO...

The other courses being taught during June are:

★ **Conducting Performance Appraisal Interviews.** June 12, 8:30 a.m. - Noon. Cost $45.00.

★ **Working with Difficult People.** June 14, 8:30 a.m. - Noon. Cost $45.00.

★ **One-Minute Manager.** June 14, 1 p.m. - 4:30 p.m., Cost $45.00.

★ **Self Management.** June 27, Cost $60.00.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Kathy Battershell
Joyce Brown
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Mark Cress
Linda Currie
Jim Edgcomb
Laurie Ekanger
Jeanette Handelin
Liz Hayden
Gale Kuglin
Lana Loughrie
Rod Sundsted

If you have comments or would like additional information about Personnel Perspectives call Liz Hayden or Jim Edgcomb at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER CLASSES

				June 1
4	5	6	7 Transforming Work... EEO, Recrtmnt & Select	8 Program Planning
11 Meetings for Results	12 P.A. Interviews	13 Stress Management	14 One Minute Manager Working w/Difficult People	15
18	19	20	21 Interviewing Skills	22
25	26 Pre-Retirement Planning - Helena	27 Self Management	28	29

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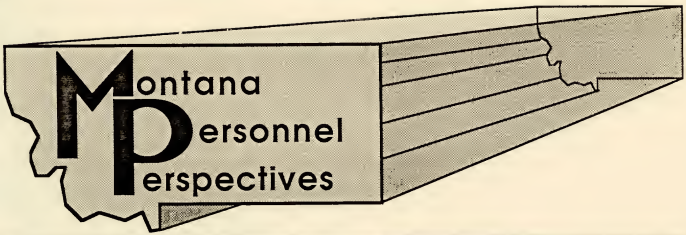
Montana Personnel Perspectives



Volume X, Number 3 June 1990

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IRS Tightens Enforcement of Deferred Compensation Rules

The Federal Internal Revenue Service (IRS) has put deferred compensation plans operating under Internal Revenue Code (IRC) 457 on notice that they must comply with regulations on withdrawal of deferred compensation funds.

Compensation can only be treated as "deferred" under IRC 457 as long as it is retained by the employer, and not made available to the plan member. At the time accumulated, deferred compensation funds are "made available" to a plan member, they become taxable income. The state plan, like many others, has taken a liberal interpretation of the term, "made available." Funds were not considered available to plan members, including members in a position to withdraw them (members who had retired or separated from state employment), until the funds were actually withdrawn. The IRS will no longer accept this interpretation as indicated by rulings on similar plans.

Deferred compensation funds must now be considered available and taxable to plan members when the plan member is in a position to withdraw them (when they retire or otherwise separate from state service) unless the plan member makes an irrevocable election of a specific future date on which pay out will commence. **THE IRS REQUIRES THAT THE SELECTED PAY OUT DATE BE IRREVOCABLE. ONCE SET, IT CANNOT BE CHANGED.**

To preserve the tax-deferred status of the state deferred compensation plan, the plan will now require all plan members who separate from state employment to take one of the following actions:

1. Receive or begin to receive a pay out;

2. transfer their fund balance to their new employer's deferred compensation plan, if applicable, and if the other plan will accept the funds, or

3. make an irrevocable election of a future date on which they will receive or begin to receive a pay out.

One of these actions must be taken no later than sixty days after the end of the calendar year of separation from state service. Only the pay-out commencement date for non-transferred funds must be selected in this time period. The pay out option (lump sum withdrawal, designated periodic payments from the accumulation fund, or various annuity options) may be set or changed up to one month before the selected pay out date.

IF NO PAY OUT COMMENCEMENT DATE IS SELECTED, PAYOUT WILL COMMENCE ON APRIL 1 FOLLOWING THE CALENDAR YEAR OF SEPARATION FROM STATE SERVICE. If no pay out option is selected, a default payment option of a life annuity with ten years certain will be started. However, if installments are less than $25 per month a lump sum payment will be made. **D. A. Davidson Benefits, the third party administrator, and the State Personnel Division will make every effort to obtain an election from the plan member before the default must be implemented.**

Notice of these plan requirements have been included in enrollment materials for new members and will be distributed to all existing active and inactive members with the July deferred compensation statements. All former employees who have not begun to withdraw their deferred compensation funds must elect a pay out commencement date. These former employees will be treated as separating from state service this year and given until the end of February of 1991 to make their selection.

Current employees will be responsible for selecting their payout commencement date not later than 60 days after the calendar year in which they leave state service -- unless they transfer the funds to another plan. Notice of the requirement will be sent at the time of separation.

If you have questions about these requirements, call Joyce Brown or Cathy Mason at 444-3871.

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The worst part of early computer graphics was getting the crayon off the screen.

Committee On State Employee Compensation

Final Recommendations Due in October

In May, the interim Committee on State Employee Compensation set priorities for further research. The committee will draft final recommendations in October.

Members studied results of the salary and benefits survey, and Rollie Waters, a Dallas-based consultant, presented an analysis of the survey results to committee members.

The salary survey illustrates that Montana's state government salaries are 18.6 percent behind comparable "market" positions in 12 nearby states and some employers in Montana. State government positions at Grade 11 and above are further behind market salaries than positions in lower grades. The survey also indicates that the state's employee benefit package ranks second-best, based on out-of-pocket employee costs, among the employers surveyed.

The committee decided to explore issues and options for changing the state's pay structure. Specific options include:

- Pay Ranges: The committee will explore alternatives to the current GRADE and STEP structure, and changes in the range and width of pay GRADES and STEPS.
- Wage/Salary Policy: The committee will consider options for bringing the current structure more in line with the market.
- Market Adjustment: The committee will explore ways to adjust the basic pay rates to changes in the market and in cost of living.
- Entry-level Policy: The committee will study the current policy of hiring new employees at STEP 1 regardless of experience and/or skill.
- Special Compensation: The committee will explore the issue of compensating employees for shift differentials, full-time travel requirements, and hazardous duty.
- Separate Pay Plans: The committee will explore problems and options regarding the teachers' pay plan, pay policy for employees exempted from the statewide plan since 1975, a separate plan for law enforcement, and a separate plan for direct care workers. The committee agreed to rely heavily on employee groups for information about the proposed separate pay plans.

Committee members will explore the state's policies regarding compensation increases. Those issues that will be addressed include longevity increases, cost-of-living adjustments, STEP increases and pay adjustments due to market increases. The committee asked that a task force comprised of Department of Administration officials, management, and employee representatives investigate the pros and cons of incorporating a pay-for-performance system into the pay plan.

Members supported the Department of Administration's move to inplement a point factoring classification methodology, as well as continuing efforts to address the pay problems identified in testimony and department studies.

The committee will not address employee benefit issues.

Finally, members asked the Department of Administration to review problems with reimbursement for employee travel expenses and related issues.

The committee is scheduled to meet on June 29 in the Capitol Building. For additional information about the Committee on State Employee Compensation, call Sheri S. Heffelfinger at the Legislative Council, 444-3064, or Laurie Ekanger, administrator, State Personnel Division, 444-3871.

Recruitment and Selection Task Force Reconvenes

The Task Force on State Recruitment and Selection met in May to review policies and practices and develop recommendations about several key topics. The task force is drawn from Personnel Network members and the Job Service. The following issues were identified for further review:

- the "one-employer" concept as applied to the state's current recruitment and selection procedures;
- the length of some supplemental questions and answers as a possible barrier to application;
- time-lines in each step of the recruitment and selection process;
- general advertising procedures and methods for improving newspaper advertisements for state jobs;
- developing a consistent process to notify applicants who are not selected for a position, and
- misunderstandings that develop in the public sector about information presented on a job announcement.

The task force will meet again on June 18, in Room 136 of the Mitchell Building.

For additional information about the Task Force on State Recruitment and Selection, call Linda Davis, at 444-3796.

Personnel Policy Interpretation

Situation: An employee works a regular shift which begins at 10:00 a.m. and ends at 7:00 p.m. The employee takes a one hour meal break during the shift. The employee is required to travel and travel is completed within the 8 hour shift.

Question: If travel is completed within the employee's normal work shift he is only eligible for one meal allowance. The employee has worked three hours in both the midday period and the evening period. Which meal allowance does he receive?

Answer, page 5.

TELEPHONE TYRANNY. You probably would eject anyone who burst uninvited into your home or office. But you probably extend every courtesy to someone who does just that by telephone. Many people have a greater tendency to say yes on the phone than in person - perhaps to feel that they've gotten something done and can go on to other things. It is better to cultivate the phrase LET ME GET BACK TO YOU. This simple phrase gives you the time to make the same measured decisions when you're contacted by phone that you would make if someone came to see you in person.

Personal Power
by Dr. Hank Karp

Rules Proposed for Emergency Worksite Closure

Proposed rules for closing a single work site during a localized disaster or emergency have been distributed to agencies for comment. The current Disaster and Emergency Leave policy provides for such an office closure only during a governor-declared disaster or emergency of a general nature. The proposed rules address emergency situations which affect one or more local work sites, but do not warrant a general state of emergency. The proposal allows a department director to close an office with the approval of the governor or his designee.

When a local work site is closed, the proposal provides for up to two shifts of paid disaster or emergency leave for employees affected by the closure.

The draft amendments have been distributed to the Personnel Policy Network and agency directors and legal counsel for review and comments, which are due in the State Personnel Division by July 6.

For additional information about these amendments, call Gale Kuglin, Liz Hayden or Jim Edgcomb at 444-3871.

Changes Proposed to Exempt Compensatory Time Rules

Three major changes are proposed to the Exempt Compensatory Time rules, including:

* Elimination of the agency head's discretion to make exceptions to the forfeiture requirements for excess exempt compensatory time;

* a clearer statement of the supervisor's authority to approve or disapprove accrual of exempt compensatory time, and

* a new provision which would link employee use of compensatory time with an equal amount of other paid leave (annual leave).

A draft guide for managing the current Exempt Compensatory Time policy has been prepared. These items have been circulated to agency heads, Personnel Policy Network members and agency legal counsel for review. Comments are due by June 30. Direct written comments to Mark Cress or Gale Kuglin in the State Personnel Division, or call 444-3871.

Personnel Policy Interpretation

Answer: The travel rules do not specifically answer this question. However, there are two factors to consider when determining which meal allowance is appropriate.

1. When is the meal break actually taken? Is it during the midday period (before 3:00) or the evening period (after 3:00)?

2. Given the specific schedule of the employee, which meal would a person normally break for? If a meal was taken half way between the starting time and stopping time, in which part of the day would it fall?

In this case, a meal period half way through the shift would fall from 2:00 p.m. to 3:00 p.m. or during the midday period. The actual meal break was normally taken during the midday period. Therefore, the employee should be reimbursed for lunch rather than dinner.

Staff Changes

Tina Peterson has joined the Labor Relations and Employee Benefits Bureau of the State Personnel Division as an administrative clerk III. Ms. Peterson's phone number is 444-3663.

Earth Day Efforts Pay Off

Aluminum cans and paper were collected for the "Trash for Trees" program sponsored by "Growing Friends for Helena." There were six collection sites around the Capitol Complex prior to Earth Day on May 20.

Approximately 300 pounds of aluminum cans and 1,800 pounds of paper have been collected by the state's General Services Division.

Doug Olson, maintenance supervisor for General Services, said that these recycling collections may continue on an annual basis.

For information about these collections, call Doug Olson at 444-3060.

THE NEXT STATE HOLIDAY IS WEDNESDAY, JULY 4!

Heritage Day is designated as a state holiday on November 23, 1990. It is not a state holiday in July this year.

HEALTH-BEAT

Walk For Your Heart

A Heart-Healthy Walking Plan

Prehaps the best cardiovascular conditioner for people of all ages and physical conditions is walking. A good pair of walking shoes is the one piece equipment you'll need to purchase, and you don't have to join a gym, take a class, or buy fancy exercise clothes in order to do it. So, give your heart and your health a boost - take a walk a day, the heart-healthy way.

Buying Your Shoes

Since shoes are your only equipment, it pays to invest in the right kind. Walking shoes should have a snug, well-cushioned heel and firm arch support. Make sure that you have adequate toe room, and that the sole of the shoe is flexible and slip-resistant.

Stepping Out

Before you begin your walk, do some gentle stretches to loosen and warm up tight muscles. Start slowly, about 105 steps per minute - and gradually work up to 114 steps per minute for about 20-30 minutes. Then, begin to lower your pace back to 105 steps per minute as you begin your "cool down." Continue at the slower pace for about five more minutes.

Stepping Up

After a few weeks, you will probably be able to increase your pace. Begin by walking at about 110 steps per minutes for a five minute period. Gradually work up to about 130 steps per minute. If that pace feels comfortable, continue at the increased pace for 20-30 minutes before returning to your slower "cool down" pace.

Enjoying Yourself

Besides conditioning your heart, your daily walk can be an excellent time to listen to music or language tapes on a portable cassette player or spend time with a friend. Whether you do it alone, or with a companion, walking can be wonderful for your heart and soul!

COMING SOON!

Personnel Perspectives "Reader Survey."

To a newsletter near you.

Employee Steering Committee Is Planning 1990 SECC

An Employee Steering Committee is developing a promotional campaign to inform employees about the 1990 State Employee Combined Contributions campaign (SECC). The committee has now met three times and is in the process of developing several promotional strategies to encourage employee contributions during the campaign which will begin about the first of October.

The committee elected Robert Pancich, from the Department of Commerce, to be the committee chair. Recently, two employees joined the steering committee: Jane Benson, Department of Natural Resource and Conservation, and William Harrington, Department of Social and Rehabilitation Services. (See related article in May, 1990, Personnel Perspectives for a list of committee members.)

This committee of state employees is in charge of planning and conducting the SECC campaign. In addition to working on and implementing promotional strategies, the committee will determine which charitable organizations will participate in the SECC, audit the contributions from state employees, and train other SECC volunteers. The committee will also be examing how the SECC might be conducted in the future.

The goal of this committee is to plan and conduct all aspects of this annual campaign.

If you have any questions or comments concerning the 1990 SECC, call Jim Edgcomb, State Personnel Division, 444-3794.

Professional Developmental Center Classes

THE ONE-MINUTE MANAGER

This half-day seminar is based upon the best selling book of the same name by Kenneth Blanchard and Spencer Johnson. It has been called the

"best book on the market for basic supervisory training." John Camper, PDC trainer, will conduct the seminar in the Montana Training Center, Lee Metcalf Building, July 12, from 8:30 a.m. to noon. Cost is just $45.00.

MAINTAINING A DRUG-FREE WORKPLACE

Passage of the Drug-Free Workplace Act of 1988 refocused attention on this critical problem. This one-day seminar on July 17 will benefit managers and supervisors who need to deal with the challenge of drug abuse in the workplace. Bob Marsenich of Metamorphosis will be the instructor. It will be conducted in the Lee Metcalf Building from 8:30 a.m. to 4:30 p.m., July 17. Cost is $65.

NEW EMPLOYEE ORIENTATION

The quarterly orientation for new employees will be held in the Lee Metcalf Building, July 19, from 10:00 a.m. to noon. This is an opportunity for new state employees to ask questions about their benefits, rights and responsibilities. Cost of the orientation is $15.

EVERYDAY NEGOTIATING SKILLS

This seminar will begin at 1 p.m. and end at 4:30 p.m., on July 24, in the Lee Metcalf Building at the Capitol Complex in Helena. Everyday Negotiating Skills will benefit anyone who would like to negotiate in the workplace and learn problem-solving skills. Cost of this seminar is $45.

PLANNING AND ORGANIZING

Work planning and the ability to organize oneself and one's work unit are two of the most desirable traits of any manager. This day-long seminar will address time-tested methods for doing both. (***Note:*** This seminar is included in the curriculum of the Essentials of Management series.) It will be offered July 25, in the Lee Metcalf Building beginning at 8:30 a.m. Cost is $60.00.

DOCUMENTING DISCIPLINARY ACTION

"If it isn't written down, it didn't happen." As most managers and supervisors know, that is one of the basic principles of documenting disciplinary actions. There are many other logical and legal steps that must be followed during disciplinary actions and this half-day seminar provides the answers. It will be conducted in the Glacier Room, Lee Metcalf Building, on July 26 from 8:30 a.m. to noon. Cost is $45.

AND OTHERS TOO...

The other courses being taught during July are:

★ **Purchasing for State Agencies.** July 12, 8:30 a.m. - 4:30 p.m. Cost $60.00.

★ **Self Management.** July 24, 8:30 a.m. - 4:30 p.m. Cost $60.00.

★ **Media Relations.** July 31, 8:30 a.m. - 4:30 p.m., Cost $65.00.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Joyce Brown
John Camper
Mark Cress
Jim Edgcomb
Laurie Ekanger
Jeanette Handelin
Liz Hayden
Sheri Heffelfinger
Gale Kuglin
Cathy Mason
John Moore

If you have comments or would like additional information about Personnel Perspectives call Liz Hayden or Jim Edgcomb at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER CLASSES

July 2	3	4 INDEPENDENCE DAY	5	6
9 Governor's Conference on Children, Youth, and Family Services	10	11	12 One Minute Manager Purchasing for State Agencies	13
16	17 Maintaining a Drug-Free Workplace	18	19 New Employee Orientation	20
23	24 Self Management Everyday Negotiating Skills	25 Planning & Organizing	26 Documenting Disciplinary Actions	27
30	31 Media Relations			

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ROOM 130, MITCHELL BUILDING
HELENA, MONTANA 59620

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Montana Personnel Perspectives

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Volume X, Number 4 July 1990

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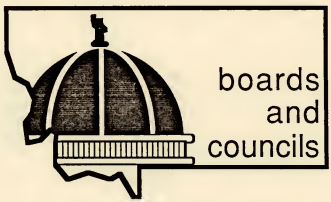

Committee On State Employee Compensation Meets

The Committee on State Employee Compensation, in a meeting on June 29th, made a preliminary recommendation that the concept of market based pay be adopted in setting state employee salaries.

Market-based pay means salaries on the state pay plan would be set based on the average salaries paid by other employers in our labor market for the same jobs. Salaries would be adjusted to a market line each biennium based on salary survey data.

The committee recommended a short-term objective of setting state salaries at 10% below market rate for a new pay matrix to take effect July 1991. The committee recommended the state move to 5% below the market rate in no more than five years. A salary survey conducted by the Department of Administration indicates state salaries are currently an average of 18% behind the market, with some occupations at or above market and others

substantially below. The adoption of a market based concept is consistent with generally accepted compensation practices.

At the June meeting, the committee received the Waters Consulting Group's final recommendations, along with an overview of other state pay plans and several pay structure options. The consultant recommended the following with regard to four pay issues:

1. **Internal equity.** Develop two pay structures: one for administrative, professional and technological positions: and another for clerical, para-professional and technical positions. This would address concerns regarding internal equity while also allowing pay issues unique to each group to be addressed.
2. **External equity.** Use a biennial salary survey to establish the market rate and to determine necessary pay increases.
3. **Individual equity.** Recognize individual differences through performance evaluations.
4. **Strategic planning.** Adopt a market-based pay strategy beginning with a 10% lag policy and move to 5% behind market in 5 years.

In addition to the consultant's recommendation, the Department of Administration (DOA) submitted objectives it considers necessary. The type of pay plan adopted should:

1) allow pay to be market based,
2) give priority to pay adjustments that meet a market goal over pay adjustments for longevity,
3) provide flexibility for hiring above the entry rate, and
4) permit inclusion of performance based pay some time in the future.

The next committee meeting will be July 31, 1990. The agenda will include proposals from employee organizations, discussion of different pay structures, implementation strategies and retention and turnover information. The commission will also examine shift differential and pay for hazardous duty offered by other state government.

The committee on State Employee Compensation is working to prepare final recommendations by October. These recommendations will be reported to Governor Stephens and to the 1991 legislature.

For additional information about the Committtee on State Employee Compensation, call Sherl S. Heffelfinger at the Legislative Council, 444-3064, or Laurie Ekanger, administrator, State Personnel Division, 444-3871.

Point-Factoring Job Evaluation Plan Nears Completion

The point-factoring job evaluation plan currently being developed and tested by the Classification Bureau is nearing completion. The new job evaluation plan will eventually replace the current methodology used to evaluate jobs. This new methodology is composed of the following components: the point-factoring instrument, benchmark position descriptions, and a glossary of terms.

The point-factoring instrument -- This document lists the five classification factors and levels of difficulty within each factor. Job analysts, after gathering and analyzing information about a position under review, will use this instrument to choose the factor level definition that best describes the duties and responsibilities assigned to the position. The factors and the number of levels within each one, are:

1. Nature of Work
   Complexity - 8 levels
   Variety - 3 levels
   Physical Demands and Working Conditions - 3 levels
2. Supervision Received
   Supervisor and Job Structure - 5 levels
   Guidelines and Technical Assistance - 6 levels
3. Management and Supervision of Others
   Complexity of Supervisory Responsibilities
   Staff Size

Staff Level
Staff Mix

A guide chart is used to combine these four subfactors into 8 levels of difficulty.

4. Personal Contacts
   5 levels

5. Scope and Effect of Actions and Decisions
   6 levels

Benchmark Position Descriptions -- These are illustrative examples of how the factor level definitions are applied to positions in different occupations and at different skill levels. They are used by job analysts to clarify, reinforce, and support the factor level definitions that appear in the factoring instrument described above. Since the definitions must be general enough to be applied to all state government positions from Pilot to Printer, from Abandoned Mines Specialist to Worker's Compensation Mediator, sometimes more specific examples of how they are applied is needed. Most of the remaining development work is in the writing of benchmark position descriptions.

A Glossary of Terms -- This is a listing of some of the words and phrases that appear in the factoring instrument. An explanation of how they are applied in classification is included, if there are peculiar usages.

Job analysts in the Classification Bureau have applied the new factoring instrument to 250 jobs. Included are those surveyed in the 1990 salary survey, along with some that were randomly selected, and those that represent large classes (more than 20 positions). These factorings have provided a basis for assigning weights to the factors described above, and will be used to establish grade cutoffs.

For more information about the development of the Benchmark Factoring Method, call John McEwen at 444-3984.

Charitable Federations Selected for the SECC

United Way federations, the Combined Health Appeal of Montana, and Montana Community Shares are the charitable federations which will participate in the 1990 State Employee Combined Campaign (SECC). The Employee Steering Committee approved their participation in June. No new charitable federations met the eligibility criteria. Later this year, the committee will evaluate the criteria.

The committee has been meeting every two weeks to plan this year's SECC campaign. The campaign will begin around the first of October. A brochure is being developed which describes the campaign in general, and answers some of the more common questions asked last year. The committee is also working on producing a short video which describes the campaign and the federations which are participating in the campaign. The contibution form has also been redesigned.

Future meetings will concern developing guidelines for volunteers and the charitable federations. The committee will also be working on the training needed for other volunteers in this campaign.

Most agency coordinators and local community coordinators have been selected. Agency coordinators will be recruiting volunteers within their agency to assist them with the campaign. Local community coordinators are working with the charitable federations in cities throughout Montana to plan campaigns in their communities.

If you have any comments or questions, or are interested in participating in this year's campaign as a volunteer, call Jim Edgcomb, State Personnel Division, at 444-3794. Your name will be provided to the agency coordinator.

Montana Delegates Will Attend NACW Convention

Two members of the Women In Employment Advisory Council (WIEAC) attended the annual National Association of Commissions for Women (NACW) convention in July. Jeanne Amsberry and Sue Weingartner were designated as WIEAC representatives at the council's June 15th meeting.

The 1990 NACW convention titled "Strength in

Diversity, Women of the Year 2000," provided an opportunity to exchange information and ideas among government, the private sector and women's organizations. A variety of workshop panels were presented.

The council will also ask Governor Stan Stephens to declare August 26, 1990 as Women's Equality Day in Montana. Nationally, that day commemorates the passage of the 19th Amendment which granted women the right to vote in 1920.

Other topics at the counsel meeting included career counseling guidelines and problems facing child care providers. Donna Berkhof, career counselor and project director for the Great Falls Public Schools, presented an overview of the National Career Counseling Guidelines to the council. She emphasized early intervention by educators, bringing career education and exploration activities to the classroom and incorporating related skills across all curriculum areas.

Katherine Campbell, Executive Administrator of Family Resources, Inc., summarized for the council problems facing the workforce in the area of child care services and employment concerns that face child care providers. Current efforts are being made by Montana's child care resource and referral agencies to improve the public's access to licensed child care services and to provide ongoing education and orientation programs to child care providers.

The next WIEAC meeting will be August 15, in Room 317 of the Capitol Building, from 8:00 a.m. till 1:00 p.m. For additional information call Liz Hayden, WIEAC staff, at 444-3789, mornings.

Benefits Question

You are working for the state and your spouse gets a job with the state. How should you sign up under the benefits plan?

Answer page 5.

"Investing in America's Future" Conference Theme

"Investing in America's Future" is the theme for the 1990 Disability Conference which will be held October 25th, at the Holiday Inn in Missoula. The Governor's Committee on Employment of People with Disabilities selected the theme at its June 12 meeting.

The Governor's committee also voted to request that the national Media Award the committee received for its public service announcement be hung in the Capitol Rotunda throughout the summer and then rotated among committee members for display. The award was one of four national Media Awards presented by the President's Committee on People with Disabilities earlier this year in Washington.

Several other business topics were discussed at the meeting including: the state's electronic bulletin board system which the GCEPD can use as a communications center for disabled persons; the possibility of instituting a single state award for accessibility; and a discussion on ways to keep present employees in their jobs despite injuries or illnesses which occur off the job.

The next meeting of the Governor's Committee on Employment of People with Disabilities will be held September 6, in the Director's Office Conference Room, in the Department of Natural Resources and Conservation (DNRC) Building.

For more information about the GCEPD call Linda Currie, State Personnel Division, at 444-3886.

Job Service Division Moves

The central office of the Job Service Division, Department of Labor and Industry, has been relocated to 1805 Prospect Avenue, Helena. They are located in the building north of the AAA building and across the street from Jorgenson's motel and restaurant. No change in telephone numbers is anticipated.

All vacancy announcements for statewide distribution need to be brought to the new location or mailed to PO Box 1728, Helena. Job Service will receive deadhead mail deliveries once a day. Robin Britt will continue to distribute the vacancy announcements statewide.

HEALTHBEAT

Five Factors That Put You At Risk

Five factors that place you at greater risk of injury to yourself when you are involved in sports and other activities are described in the Berkeley Wellness Letter.

1. **Overdoing it.** Pushing yourself too hard, too long, or too often is probably the leading cause of sports injury. Studies show, for example, that working out more than four times a week in a high-impact activity like running or aerobic dance puts you at significantly higher risk. So does dramatically increasing your workload - whether it's the amount of weight you lift, the speed or distance you cycle, or the number of hours you play tennis.

2. **Inadequate footwear and equipment.** Wearing improper or worn-out shoes places added stress on your hips, knees, ankles, and feet - the sites of up to 90% of all sports injuries. Running shoes, for example, offer virtually no protection from the sideways motions typical of aerobic dance, basketball, and racquet sports. With frequent use, athletic shoes can also lose one-third or more of their shock-absorbing ability in a matter of months.

Poor equipment is another risk factor. Riding a bicycle that is too small or that has its seat set to low, for instance, puts undue stress on the knees; a tennis racquet with too large a grip can strain your forearm.

3. **Poor conditioning.** Being out-of-shape and having weakened, tight muscles increases your risk of injury when you exercise. Problems can also arise from favoring one sport; this is likely to strenghten certain muscles at the expense of others, leaving tendons and ligaments unbalanced and thus vulnerable. For example, shin splints - a common running injury that causes pain in the front of the lower leg - are often the result of an imbalance between the powerful muscles along the back of the lower leg and the relatively weaker ones in front. Varying your activities is one way to prevent this muscle imbalance. Another precaution is to strenghten the muscle groups you underuse, and stretch all muscles involved in your workout.

4. **Improper technique and training.** In most activities, stress can result from poor form, whether it's landing on the balls of your feet (instead of your heels) when jogging, using an awkward backhand in tennis, or constantly cycling in the highest gears. Training practices like running on hills or on hard or uneven surfaces also increase risk. It may pay to consult an expert - such as a teaching tennis pro or trainer - if you have recurrent injuries.

5. **Ignoring aches and pains.** Studies show that starting to exercise before an injury has healed may not only worsen it, but greatly increases the chance of re-injury. Learn to monitor your body for abnormal sensations, and to apply appropriate treatment as early as possible.

Source: Berkeley Wellness Letter, March, 1990.

Benefits Answer

Spouses who are both employed by the state and are both eligible for coverage with the State of Montana Employee Benefits Plan must each enroll (or waive) core plan coverage. One **may not** be enrolled as a dependent of the other except for optional life insurance coverage and accidental death and dismemberment coverage.

If the spouses have eligible dependents (children) they wish to enroll, they should enroll for joint core coverage. The child(ren) will be enrolled as dependent(s) of only one of the spouses - however, each spouse will enroll at the joint core rate which will result in less or no out-of-pocket cost to each spouse. The joint core rate effective September 1, 1990 will be $126.00 - medical, $20.10 - dental, and $2.70 - basic life, for a total monthly premium of 148.80. The state contribution

to insurance effective September 1, 1990 will be $150.00, therefore, each spouse will have $1.20 in excess that may be applied to elective life insurance benefits. If the child(ren) are not enrolled for dental coverage, each spouse will pay the employee-only dental rate of $13.60 and have an additional $6.50 in excess that may also be applied to elective life insurance benefits.

If the spouses choose not to enroll for joint core coverage, dependent children can only be covered as dependents of one of the spouses.

For more information about benefits call Kathy Battershell, State Personnel Division, at 444-3947.

Staff Changes

Jim Stiffler has been promoted to supervisor of the standards and methods section in the Classification Bureau. Mr. Stiffler has over 5 years experience in the bureau. If you have questions concerning class reviews call Jim Stiffler at 444-3854. He replaces Lana Loughrie who recently resigned.

Art Swanson has joined the Classification Bureau as a job analyst. Mr. Swanson's phone number is 444-3808.

Colleen Niklas, formerly a word processing operator in the State Personnel Division, is now a secretary in the Director's Office of the Department of Administration.

PDC AUGUST CLASSES

FIRE ME AND I'LL SUE!

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held on August 2, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.

A DELICATE BALANCE: Privacy and the Right to Know

Employers try to balance the public's right to know against the individual's right to privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, August 3, from 8:30 a.m. to 4:30 p.m. Cost is $60.

PRE-RETIREMENT PLANNING

Under the joint sponsorship of the Public Employee's Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in Helena, August 14 and 15, 1990. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental and financial aspects of retirement. The seminar begins each day at 9:00 a.m. and ends about 4:30 p.m. It will be held in the Coach House Inn, East. Cost is $55.00 for those covered under the Public Employee's Retirement System and $90 for all others. Spouses are urged to attend with the employee and there is no charge for them.

CONTEMPORARY WRITING SKILLS

This seminar, presented by John Moore, is intended to improve professional skills in composing and revising prose, with an emphasis on punctuation, grammar, style and format in contemporary use. It will be held in the Lee Metcalf Building, August 14, from 1:00 to 4:30 p.m. and continue on August 15 from 8:30 a.m. to noon. Cost is $60.

REMOTE SUPERVISION

Fair and honest evaluation of employees is especially difficult when those employees are located miles away and face to face contact is infrequent. This seminar discusses that problem and others that result from geographically remote supervision. This seminar requires that at least one employee from a remote location attend with each supervisor. The class will be held in the Lee Metcalf Building, August 22, from 8:30 a.m. to 4:30 p.m. Cost is $60.00.

MANAGING CONFLICT

Conflict is inevitable in human relationships. Given this fact, managers and supervisors need skills identifying and

resolving conflict. This seminar emphasizes communication skills and defusing confrontations. It will be conducted on August 28, 8:30 a.m. to 4:30 p.m., in the Lee Metcalf Building. Cost is $60.

ON THE HIGH LINE

During the month of August, the Professional Development Center will be represented along the high line by Kathleen Bartole. She will be presenting the seminar titled **MANAGING STRESS.** We all experience stress at times and the experts tell us that a certain amount is needed. However, when the stress becomes too much there are some things we can do. This day-long seminar teaches methods that anyone can use to reduce stress. Cost is $60. The seminar will be offered in:

Havre...August 21, LeHavre Inn
Glasgow...August 22, Cottonwood Inn
Sidney...August 24, Elks Club

AND OTHERS TOO...

The other courses being taught during August are:

★ **Advanced Editing Skills** August 7, 8:30 a.m. - 4:30 p.m. Cost $60.00.

★ **Approaching Supervision.** August 9, 8:30 a.m. - 4:30 p.m. Cost $60.00. (Missoula)

★ **Who Should I Hire?** August 16, 1:00-4:30 p.m. Cost $45.00.

★ **Meetings for Results.** August 29, 8:30 a.m. - noon. Cost $60.00.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

ESSENTIALS OF MANAGEMENT

The next session of the management series titled **Essentials of Management** will begin in the Lee Metcalf Building on Tuesday, Sept. 18 and conclude on Wednesday, Oct 24. There are a limited number of spaces still available. Cost of this seven-part series is $365, but only $265 if all classes are attended as scheduled. All classes begin promptly at 8:30 a.m. and are normally over by about 4:30 p.m. Class schedule is as shown below:

Leading...Tues, Sept 18
Organizing...Wed, Sept 19
Delegating...Thurs, Sept 25
Measuring...Wed, Oct 3
Controlling...Thurs, Oct 11
Protecting...Thurs, Oct 18
Synthesis...Wed, Oct 24

Further information on this series can be found in the course catalog for Professional Development Center, or call PDC at 444-3985. All personnel representatives have copies of the course catalog.

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The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Kathy Battershell
John Camper
Mark Cress
Linda Currie
Linda Davis
Jim Edgcomb
Laurie Ekanger
Jeanette Handelin
Liz Hayden
Gale Kuglin
Lana Loughrie
Cathy Mason
John Moore

If you have comments or would like additional information about Personnel Perspectives call Liz Hayden or Jim Edgcomb at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER CLASSES

		August 1	2	3
			Fire Me & I'll Sue!	Delicate Balance
6	7 Advanced Editing Skills	8	9 Approaching Supervision •Missoula•	10
13	14 Pre-Retirement – Helena Contemporary Writing Skills	15	16 Who Should I Hire?	17
20	21 Managing Stress •Havre•	22 Remote Supervision Managing Stress •Glasgow•	23	24 Managing Stress •Sidney•
27	28 Managing Conflict	29	30 Meetings for Results	31

Tenth Annual EEO Conference — Registration Form

Name _____ **Title** _____

Agency or Company _____

Business Address _____
street or box

_____
city state zip

Business Phone _____

Billing Arrangements (make checks payable to **State of Montana**)

☐ check enclosed ☐ I plan to pay on-site ☐ please bill after conference

Detach and mail or deadhead this form to the Professional Development Center 130 Mitchell Building, Helena MT 59620

1990 Equal Employment Opportunity Conference

BRIDGING TROUBLED WATERS

Equal Employment Opportunity in the 1990's will mean providing managers and supervisors with needed skills to identify and resolve potential discriminatory situations, not only to avoid litigation, but also to reduce conflict and maintain productivity.

Today's employees are more aggressive about their right to be diverse in terms of their culture, dress, religion, political beliefs, and relationships. The 1990's have the potential for more cultural and racial conflict then the 1980's.

The tenth Annual EEO Conference will provide a forum for discussing ways of adapting our organizations to these "troubled waters."

FEATURED PANELS:

Making Diversity Work

Racism/Sexism Today in Montana

Native American Singers/Dancers Presentation

Labor Force Information and Economic Development Panel

Recommendations for Improving Indian Employment

Human Rights Review Panel (case study exercise)

Employment Interview and Application Supplements

TO: Recipients of the Montana Personnel Perspectives

FROM: Jim Edgcomb, Personnel Policy Coordinator

DATE: July 20, 1990

SUBJECT: Reader Survey Card

We are updating the mailing list for the Montana Personnel Perspectives.

Please detach and return the reader survey card below. Indicate whether or not you want to continue to receive the Perspectives. Your mailing label is attached. Make any corrections on the label. You also may add the names and addresses of other managers who would like to receive the Perspectives.

If we do not hear from you by **September 1**, your name will be dropped from the mailing list.

If you have questions, please call me at 444-3794. Thank you for your cooperation.

Reader's Survey Card

1. I want to continue to receive Montana Personnel Perspectives:

   ____ yes ____ no

2. Is your issue of Perspectives posted or routed to other employees in your agency?

   yes ____ no ____

   If yes ____ managers/supervisors
   ____ all employees

3. Please make any corrections necessary to your mailing label.

4. The following person should be added to the mailing list:

   Name: _____
   Address: _____
   _____
   Zip Code: _____

Please complete and return this form by September 1, 1990 or you will be dropped from the mailing list.

Return to:

Jim Edgcomb
State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, MT 59620

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State Personnel Division
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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Helena, MT 59620

Montana Personnel Perspectives

Montana Personnel Perspectives

Volume X, Number 5 August 1990

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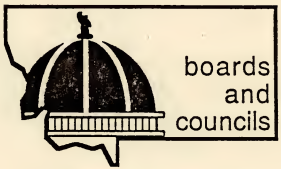


COMPENSATION COMMITTEE RECOMMENDS OPEN-RANGE PAY PLAN

Adoption of an open-range pay plan was recommended July 31 by the Committee on State Employee Compensation.

An open-range pay plan allows the state the flexibility to increase entry-level and maximum salaries within each grade range and provide individual salary increases according to administrative rules and negotiated formulas. The committee already has recommended implementing a market-based salary schedule.

The committee has identified a goal of setting the average salary, or midpoint, of each grade no further than 10 percent behind the average market rate. Ideally, state salaries would be no further than five percent behind market rates within five years of implementing this plan. Currently, the midpoint salaries of the state's pay schedule are 18.6 percent behind the market rate.

The committee rejected a proposal for a graduated step plan that reflects a general learning curve. In this plan employees in lower grades (generally para-professional job classes) have fewer steps between the entry level and market rate than employees in higher grades (professional and administrative job classes).

The committee discovered several problems with this plan. Step increases could be frozen if the state was unable to provide funding, jobs in classes that are furthest below the market would continue to receive less money and, finally, with money locked into step increases, little would be left over to adjust the schedule to reflect the market rate which has been increasing about four percent annually.

The possibility of differential pay for night shifts and hazardous duty needs additional investigation, the committee decided. In October, staff will provide cost estimates and an analysis of common market practices for these working conditions.

Final recommendations will be drafted at a meeting tentatively scheduled for August 30. The committee will meet in Room 104 of the Capitol Building at 9:00 a.m.

The committee will publish a final report following a public hearing tentatively scheduled for early October.

For more information about the Committee on State Employee Compensation, call Sheri Heffelfinger at the Legislative Council, 444-3064, or Laurie Ekanger at the Department of Administration, 444-3879.

STATE HOLIDAY

LABOR DAY
Monday, September 3, 1990

RESOURCE AND REFERRAL SERVICES ADDRESS DEPENDENT CARE RESPONSIBILITIES

✓ The demographics of today's workforce are forcing employers to create and review policies and practices that address work and family conflicts.

The labor force includes more women, parents, workers with elder care responsibilities and single parents than ever, and studies show that this trend will continue to the year 2000.

Many studies illustrate that balancing work and family becomes easier with the development of programs and policies in the work place that address dependent care concerns (child and elder care). Employers have found that not dealing with dependent care issues results in absenteeism, tardiness, reduced productivity and high turnover among employees.

Assistance is Available

In 1989, the Montana State Legislature passed HB 200 which addressed some of the problems related to locating and evaluating child care providers. Also known as "The Montana Child Care Act," HB 200 appropriated $120,000 for the biennium to provide child care resource and referral ("R and R") services in Montana. (Some resource and referral agencies receive additional funding from United Way organizations, employer contracts and fees or donations for services.)

The major goals of R and R's are to increase the availability and accessibility of child care and to enhance the quality of the care for Montana families. These services (there are five in Montana which receive funding through appropriations in HB 200) assist parents who are seeking day care for their children when the parents are working, seeking work, or attending school or training programs.

In order to provide this service, R and R's collect and maintain up-to-date information on day care centers, family and group day care homes, preschools, and after-school programs. Information is also kept on in-home care, summer programs, sick child care facilities, and other early childhood programs.

Parents Make The Choices

When a parent calls a child care resource and referral service, a referral counselor will discuss the parent's child care needs and options, and then refer the parent to programs that most closely match those needs. **R and R services do not recommend one program; rather, guidelines for choosing quality care are sent to the parent.** R and R's operate on the premise that parents know what is best for their child and parents should make the decision regarding their child's care.

Parents will need to consider a variety of options for child care. In Montana, anyone providing child care to three or more children on a regular basis is required by Montana law to be registered or licensed unless they are established primarily for educational purposes. Family day care homes, group day care homes and day care centers must be registered with the State of Montana. Pre-schools are generally part-day programs established chiefly for educational purposes and are not regulated in Montana.

Resource and referral agencies offer a variety of support to parents, child care providers and the community, including:

- Development of plans for day care programs according to the needs of the community.
- Assistance with the development of new programs by recruiting home providers.
- Training and technical assistance for day care center staff and home providers.
- Sponsorship of the USDA Child Care Food Program for registered family and group home providers
- Consultation with businesses to establish employer supported child care services.
- Contracting with employers to provide R and R services to their employees.
- Referring parents and providers to other agencies and programs.
- Providing information on payment assistance programs for child care.
- Parenting classes and public education on child care issues.
- Assistance with development and promotion of policy initiatives which expand and maintain the supply of quality child care in the local communities as well as on the state and national levels.

Montana child care resource and referral services are located throughout the state and serve 17 counties:

Family Resources, Inc.
Helena, Montana 443-4608
Counties Served: Lewis and Clark, Jefferson, and Broadwater.

Child Care Resources
Missoula, Montana 728-6446
Counties Served: Missoula, Ravalli, Mineral, Sanders, and Lake.

Child Care Connections
Bozeman, Montana 587-7786
Counties Served: Gallatin, Park, and Meagher.

HRDC District VII
Billings, Montana 248-160
Counties Served: Yellowstone, Big Horn, Carbon, Sweetgrass, and Stillwater.

Community Help Line
Great Falls, Montana 761-6010
Counties Served: Cascade.

For more information on child care resource and referral in Montana, contact your local resource and referral service provider.

(NOTE: This is the first of a two-part series about programs and policies that address "work and family issues" confronting employees. The next issue of Personnel Perspectives will provide information about current state government personnel policies that provide managers and their employees with options for dealing w dependent care problems.)

GOVERNOR'S COMMITTEE ON EMPLOYMENT OF
PEOPLE WITH DISABILITIES

1990 Disability Employment Conference
COLONIAL INN, HELENA
OCTOBER 25, 1990

"INVESTING IN AMERICA'S FUTURE"

7:30 - 8:30 a.m. REGISTRATION

8:30 - 9:00 a.m. UNITED BEGINNING

Plenary Session explaining the conference theme and content of the sessions.

9:00 - 10:00 a.m. INFORMATION WORKSHOPS

THE ELECTRONIC BULLETIN BOARD SYSTEM - explanation and demonstration of the electronic bulletin board. Pat Emineth, Department of Administration.

MONTANA'S ROLE IN CURRENT LEGISLATION - a review of the Americans with Disabilities Act and suggested legislation for the 1991 Montana Legislative session. Tim Harris, Montana Independent Living Center and Anne MacIntyre, Human Rights Division.

JOB INFORMATION FOR THE DISABLED - Montana career information which includes: how to fill out applications, do resumes, application supplements and interviews. Missoula Job Service, Halla Kansier, U.S. WEST, and Pat Lopach, Dept. of Revenue.

10:00 - 11:30 a.m. CONCURRENT INTERACTIVE SESSIONS

The Employers session features a panel presentation which will deal with panelists' views of accessibility and accommodation and how they have handled these. Tammy Bull - Target Stores, Bill Stine - Flathead National Forest, and Cari Bennett-Yturri - Bennett Motors.

The service providers and disabled persons session will feature Linda Prendergast and Nancy Barnes of the Regional Social Security Office, Denver. They will discuss benefits, changes and new laws.

11:30 - Noon CONCURRENT ACTIVITIES - Special, free time to visit the display tables.

Noon - 1:30 p.m. LUNCHEON GENERAL SESSION - Presentation of Annual Awards by Governor Stephens and keynote address by Ellen Daly, Legislative Liaison, President's Committee on Employment of People with Disabilities, Washington, D.C. Keynote will speak on ADA.

1:30 - 3:30 p.m. SPEAK OUT - Summary session to share information, problems and possible solutions to work on in 1991.

3:30 - 4:00 p.m. EVALUATIONS AND ADJOURNMENT

For additional information about GCEPD's 1990 Disability Employment Conference, contact Linda Currie, state EEO/Disability Employment Specialist, at 444-3886.

A co-worker who is having a "fling" with our supervisor just received a promotion. I had applied for the position and I'm confident that I met the qualifications. Can I file a sexual harassment claim?

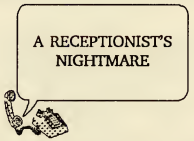
(See Answer, page 6.)

Melissa Pankratz-Shearer has joined the State Personnel Division's Employee Benefits section as an administrative assistant. She was employed be the Department of Social and Rehabilitation Services before accepting her new position on July 30. Ms. Pankratz-Shearer's phone number is 444-3809.

Rod Sundsted, former chief of the Labor Relations and Employee Benefits Bureau in the State Personnel Division, is now director of the Office of Budget and Program Planning. Mr. Sundsted's phone number is 444-3616.

The Labor Relations and Employee Benefits Bureau has been separated into two bureaus. **Joyce Brown**, formerly a supervisor in the benefits section, has been named chief of the Employee Benefits Bureau. Her phone number is 444-2553.

Steve Johnson, former Labor Relations Specialist, has been promoted to Chief of the Labor Relations Bureau. In this position he is the Chief Labor Negotiator for the State Executive Branch. His phone number is 444-3819.



Many receptionists in state government answer over 100 calls a day. In fact, a number of receptionists average 200 to 300 calls daily. If managers or agency personnel are not effectively communicating with a busy receptionist, the receptionist's job becomes a nightmare.

"Worst Nightmare Scenarios" include individuals who:

*take the phone off the hook or just let it ring instead of relaying that it will be necessary to take phone messages for the rest of the morning;

*"disappear" with no word about when they are expected to return;

*expect a receptionist to make up "believable" stories about why a call cannot be accepted or hasn't been returned;

* tell someone that a call was not returned because "the receptionist didn't relay the message;" and

* provide others with incomplete information about a meeting so that the receptionist must answer irate callers who want to know where it will be held or when a particular speaker is scheduled.

Accurate communication is the key to establishing efficient, consistent and pleasant office phone practices which will be reflected in the public's perception about the office and improved morale among work unit staff.

Be sure to provide a receptionist with the following information:

* when you are away from your desk and when you expect to return;

* if specific callers or requests should be routed to another staff;

* when meetings are scheduled and complete information about content, locations and times; and

* key information about current office projects so that callers with sketchy information will be quickly routed to an appropriate staff person for assistance.

It's good management to "go to the source" when developing new work unit policies, so take time to consult receptionists about practices and procedures regarding public contact. If management has perceived a problem with this area of the work unit, it may originate from a lack of or miscommunication from other employees, not the receptionist!

(Source: The Communicator, a newsletter for North Dakota state government employees; Vol. 11, No. 3, July, 1990. By Lisa Kudelka.)

Isolated instances of favoritism towards a spouse, friend or lover may be unfair, but would not discriminate against women or men in violation of Title VII of the Civil Rights Act of 1964, since both sexes would be disadvantaged for reasons other than their genders. A female charging party who is denied an employment benefit because of such sexual favoritism would not have been treated more favorably had she been a man, nor conversely, was she treated less favorably because she was a woman.

However, if a female employee is coerced into submitting to unwelcome sexual advances in return for a job benefit, other female employees who were qualified for, but denied the benefit may be able to establish that sex was generally made a condition for receiving the benefit. Thus, in order for a woman to have obtained the job benefit at issue, it would have been necessary to grant sexual favors, a condition that would not have been imposed on men. This is substantially the same as a traditional sexual harassment charge alleging that sexual favors were implicitly demanded as a "quid pro quo" in return for job benefits.

If favoritism based upon the granting of sexual favors is widespread in a workplace, both male and female colleagues who do not welcome this conduct can establish the existence of a hostile work environment in violation of Title VII regardless of whether any objectionable conduct is directed at them and regardless of whether those who were granted favorable treatment willingly bestowed the sexual favors. In these instances a message is implicitly conveyed that managers view women as "sexual playthings," thereby creating an atmosphere that is demeaning to women. Both males and females who find this offensive can establish a violation if the conduct is "sufficiently severe or pervasive to alter the conditions of employment and create an abusive working environment."'

State employers must remember that both recruitment and selection procedures are governed by the Recruitment and Selection Policy (3-0165, Montana Operations Manual, Volume III) and state agency personnel are subject to scrutiny based on the Montana Governmental Code of Fair Practices (Title 49, MCA, Chapter 3).

For more information on favoritism see the Equal Employment Opportunity Commission's Policy Guidance on Employer Liability for Sexual Favoritism issued on January 12, 1990, or call Linda Currie, EEO/Disability Specialist, 444-3886.

HAVE YOU RETURNED YOUR READER SURVEY?

The July issue of Montana Personnel Perspectives included a Reader Survey that will be used to update the mailing list. To continue to receive the Personnel Perspectives, return the survey by September 1 to Jim Edgcomb, Room 130, Mitchell Building, Helena, Montana 59620.

HEALTHBEAT

STATE EMPLOYEES IMPROVE HEALTH HABITS

Almost 3,000 state employees and their spouses recently completed a state sponsored health assessment.

Health assessments are part of a health promotion program named HealthBeat. HealthBeat is sponsored by the State Personnel Division, Department of Administration. Assessments are provided through contract by LifeCare of Saint Vincent Hospital and Health Center located in Billings, Montana.

Health assessments provide a free cholesterol check, a full chemistry screen, a complete blood count and a health assessment booklet which includes blood pressure, height, and weight. (See table for specific results.)

Employees with identified health risks are encouraged to participate in risk reduction programs such as smoking cessation, weight control, and aerobic exercise.

In 1990 participants decreased their health risks significantly in five areas: eating habits, weight control, driving, exercise habits, and mental health.

The percentage of state employees in the high risk group for cholesterol dropped from 37 percent in 1989 to 18 percent in 1990. **These individual self-improvements potentially averted $2,976 in annual health care costs per participant.**

Improving health habits can really can lower yearly health care costs, increase work attendance and save lives!

MONTANA STATE GOVERNMENT EMPLOYEES - HEALTH ASSESSMENT RESULTS

Problem Area	Employees at High Risk	Employees at Moderate Risk	Total At Risk
Stress	18%	45%	63%
Self-Care*		55%	55%
Exercise	28%	23%	51%
Eating Habits		50%	50%
Back Care	25%	18%	43%
Mental Health	2%	41%	43%
Exams**		37%	37%
Driving	17%	18%	35%
Smoking	11%	14%	25%
Weight Control	14%	11%	25%
Alcohol	5%	15%	20%

TOTAL NUMBER OF PARTICIPANTS - 2,889

* Self-care includes medications taken, dietary calcium intake, and dental care.

** Exams include frequency of colon exams for men, and breast self-exams, mammograms, pap exams, and colon exams for women.

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

John Camper
Mark Cress
Linda Currie
Linda Davis
Jim Edgcomb
Laurie Ekanger
Jeanette Handelin
Sheri Heffelfinger
Linda Kaiser
Gale Kuglin
Bev Pickett

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

PROFESSIONAL DEVELOPMENT CENTER

SEPTEMBER CLASSES

. . . In Billings

Telephone Courtesy and **Managing Your Time** will be offered at the Ponderosa Inn, on September 5th.

Telephone Courtesy is more than a basic telephone usage class. It provides time-tested methods and techniques to make the telephone an effective communications tool that can be used by anyone. This workshop will be held from 8:30 a.m. to noon and costs $45.

Managing Your Time offers many effective methods for using time and energy efficiently on the job. It will be held from 1:00 p.m. to 4:30 p.m. and costs $45.

Ethical Issues In Public Service

Ethical Issues in Public Service will benefit government managers at all levels; however it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy.

Expect to engage in a lively discussion about pertinent and thought-provoking issues. John Moore, director of the Professional Development Center, will conduct the seminar. Mr. Moore has developed workshops in sensitive topic areas including common and statutory law. The seminar will be held September 6 in the Montana Training Center, Lee Metcalf Building, from 8:30 a.m. to 4:30 p.m. Cost is $60.

Effective Presentations

Anyone who wishes to improve his or her skills in public speaking and presentations to groups of all sizes will benefit from the 14-hour workshop **Effective Presentations.** Participants are guided through various steps toward effective presentations. Each participant is videotaped twice while making actual presentations. This workshop will be held in the Lee Metcalf Building in Helena from 1:00 p.m. to 4:30 p.m. on September 12; 8:30 a.m. to 4:30 p.m., on September 13; and from 8:30 a.m. to noon, on September 14. Cost is $60.

Managing Service Contracts

Managing Service Contracts is intended for anyone with actual or potential responsibility for developing and monitoring service contracts. The seminar identifies the process and procedures for developing and monitoring state contracts with private businesses for provision of services. The seminar will be held September 21 in the Lee Metcalf Building from 8:30 a.m. to 4:30 p.m. Cost is $60.

How Bosses Can Get The Better of Burnout

Stress and burnout cost employers billions of dollars each year in health claims, turnover, absenteeism, accidents, etc. In fact, stress is the number one health risk for Montana state employees. **How Bosses Can Get The Better of Burnout** is designed to help supervisors and policy-makers recognize symptoms of burnout and stress.

The course identifies ways to prevent or eliminate these two harmful elements in the workplace. **How Bosses Can Get The Better of Burnout** will be held from 8:30 a.m. to noon, September 25 in the Lee Metcalf Building. Cost is $45.

You, Inc.

A series of three seminars titled **You, Inc.** is intended to benefit the employee, manager, and the supervisor. **You, Inc.** is intended for anyone wishing to improve their standing in the workplace, become more assertive or examine their options for the future. All seminars will be held in the Lee Metcalf Building and each costs $45.

- **You, Inc.: Effective Leadership** will be held September 26 from 8:30 a.m. to noon.
- **You, Inc.: On Becoming Assertive** will be from 1:00 p.m. to 4:30 p.m. on September 26.
- **You, Inc.: Charting Your Career** will be held from 8:30 a.m. to 4:30 p.m. September 27.

Glendive Classes

On September 27, the day-long seminar titled **Effective Disciplinary Action** will be conducted by Kathleen Bartole of the Professional Development Center in the Best Western Holiday Inn in Glendive beginning at 8:30 a.m.

This seminar will improve skills needed to correct misconduct and apply disciplinary actions on the job. Cost is $60.

And Others Too . . .

The other courses being taught during September in the Lee Metcalf Building are:

- A Delicate Balance: Privacy and the Right to Know. September 11, 8:30 a.m. to 4:30 p.m. Cost is $60.
- Conducting Performance Appraisal Interviews. September 18, 8:30 a.m. to noon. Cost is $60.
- Marketing in the Public Sector. September 20, 8:30 a.m. to 4:30 p.m. Cost is $45.

Bring Your Own Cup

✓ In an attempt to eliminate the use of non-recyclable materials and reduce problems impacting the environment, the Professional Development Center asks that seminar participants bring their own cups for coffee or tea.

Coffee and tea are always furnished free of charge to those attending PDC sessions.

For additional information about these or other seminars offered under the auspices of the Professional Development Center contact an agency personnel representative or call the PDC at 444-3985, or 444-3749.

You may also register by calling 444-3985.

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Bridging Troubled Waters

the tenth annual EEO conference

Wednesday, September 12

8:00	**Registration**
9:00	**Welcoming Remarks** *Bob Marks (Dept. of Administration)*
9:30	**Making Diversity Work** *Panel: Steve Barry (Dept. of Justice), Gary Blair (Military Affairs), Nancy Keenan (Supt. of Public Instruction), Julia Robinson (Dept. of SRS)*
10:30	**Skit Break** *Personnel Personality Players*
11:00	**Diversity Panel (continued)**
1:00	**Case Studies in Human Rights: What Would You Do?** *Anne MacIntyre (Human Rights Division), Lewis Smith (State Personnel Division)*
3:00	**Application Supplements and Selection Interviews: Directions for Improvement** *John Moore and Linda Davis (State Personnel Division)*
5:00	**Indian Singers & Dancers (MSU), followed by Conference Reception**

Thursday, September 13

8:30	**News on Montana's Labor Force and Economic Development** *Panel: Tom Cawley and Karlene Leonard (Dept. of Labor & Industry), Rick Jones (Dept. of Commerce)*
10:00	**Skit Break** *Personnel Personality Players*
10:30	**Improving Indian Employment** *Panel: Rodney Gervais (Blackfeet Comm. College), Marilyn Gray (Native American Services), Don Wetzel (Harlem School District)*
1:30	**Racism and Sexism Today in Montana** *Panel: Corky Bush (MSU), Carol Farris (Commissioner of Higher Education), Pat Harper and Ken Toole (Helena Human Rights Task Force)*

conference location: Park Plaza Hotel, 22 North Last Chance Gulch, Helena
conference fee: $55 (includes materials, refreshment breaks, and reception)
lodging: Park Plaza does not offer state rates. A block of rooms has been reserved at Coach House East; call 1-800-521-2743 by August 28.
for more information: Call Linda Currie (444-3886) or Linda Davis (444-3796)

Tenth Annual EEO Conference — Registration Form

Name _____ **Title** _____

Agency or Company _____

Business Address _____
street or box

_____
city state zip

Business Phone _____

Billing Arrangements (make checks payable to State of Montana)

☐ check enclosed ☐ I plan to pay on-site ☐ please bill after conference

Detach and mail or deadhead this form; address is on back.

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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Volume X, Number 5 November 1990

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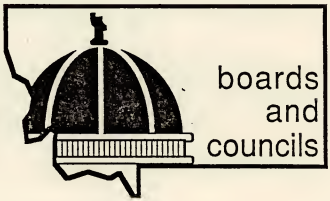

COMPENSATION COMMITTEE MAKES FINAL RECOMMENDATIONS

The Committee on State Employee Compensation concluded its deliberations on November 7, 1990. The Committee retained its two major recommendations of (1) a new market-based pay philosophy and (2) a new pay structure that consists of an open range structure rather than a step system. In its final meeting, the committee addressed the remaining question of "what is the state of Montana's market?"

The Proposed Market: During the previous meeting the committee had determined that a former decision to lag the market by 5 percent on average was necessary only because the market had not been carefully defined. The market was based on the salary survey which included 12 state governments, some of which are comparable to Montana only if an adjustment is made

for other variables like the cost of living and lifestyle considerations. The committee felt, based on employee feedback, that this 5 percent lag adjustment was confusing and easily misunderstood. The committee consequently adopted an "at market" policy and dedicated the November 7 meeting to defining a market that did not need adjustment and included major competitors for employees.

During Tuesday's meeting, the committee determined that the market should be what other private and public employers pay in the State of Montana and what state governments pay in five other regional states that include North Dakota, South Dakota, Idaho, Wyoming, and Washington. The state of Washington was included because it may influence the regional labor market by attracting many state employees. No record is presently kept to track where employees go to work when they leave state government or where they are recruited from. The committee directed the State Personnel Division to begin collecting employee data to further define the market area.

Proposal for Funding: The committee kept its former recommendation of a 4 percent across the board raise for all state employees based on a projected 4 percent increase in the market survey line, plus a progression raise of .25 percent for every 1 percent that an employee's salary falls below the market survey line. Applied to the market survey line for the newly defined six-state market, Montana is paying state employees approximately 87.3 percent of the market. Based on this market line, the committee's proposal will result in an average employee pay increase of 14.2 percent over the next biennium for a cost of $81.5 million. An employee's salary will NOT be reduced under this plan and the smallest raise any employee on the general pay plan would receive is 8 percent over the next biennium. This proposed increase is for the next biennium only.

Shift Differential: The committee recommended that the state begin shift differential pay of $1.00 per hour for state employees. The purpose is to compensate permanent employees for regular work hours scheduled prior to 7:00 a.m. and after 6:00 p.m. on any day of the week that is required by the agency as part of an extended service obligation such as direct care to patients. The estimated cost of shift differential pay is approximately $1.6 million for fiscal year 1992. The Department of Institutions would be impacted the most from this recommendation due to its many 24-hour operations.

Summary of Earlier Committee Recommendations:

1) The committee endorsed the state's plan to update the classification system to include a point-factoring methodology that will assist in clarifying the job analysis process.

2) The committee recommended that the Department of Administration study and consider performance-based (merit) pay for possible use in the future, and

3) The committee recommended that problems related to travel reimbursement also be studied.

Finalizing the Proposal: The committee's recommendations will be compiled into a final report and sent to the Governor and the Legislature for their consideration. The Legislature is responsible for appropriating any funds that would be needed to implement these recommendations. In addition, the final outcome of employees' pay is subject to collective bargaining.

For additional information about the Committee on State Employee Compensation, call Sheri Heffelfinger at the Legislative Council, 444-3064 or Laurie Ekanger, State Personnel Division, 444-3871.

HOW OLD WOULD YOU BE IF YOU DIDN'T KNOW HOW OLD YOU WERE?

Leroy Satchel Paige

Briefcase, August 1989

EMPLOYEES "SHOW THEY CARE" DURING 1990 SECC

This year's campaign theme "Show Them We Care" has certainly been demonstrated by the tremendous response of state employees to the 1990 State Employees' Combined Campaign (SECC). With six weeks of the campaign accounted for, the 1990 SECC has gone over 80 percent towards the goal of $100,000 in employee charitable contributions. Contributions at the end of the sixth week total $80,585 from 1,261 employees.

Employees have contributed to the 11 federations participating in this year's SECC in the following amounts:

Combined Health Appeal of Montana	$15,432
Montana Community Shares	$ 8,290
United Way Federations	
Lewis & Clark County	$42,956
Yellowstone County	$ 2,364
Cascade County	$ 2,571
Silver Bow County	$ 804
Missoula County	$ 4,632
Flathead County	$ 2,795
Gallatin County	$ 432
Hill County	$ 210
Park County	$ 99

Although the campaign is officially over, contributions will be accepted until December 12. The members of the employee steering committee encourage those employees who have not yet participated to make a contribution today. Extra forms are available from the State Personnel Division. The State Personnel Division must receive all contributions by December 12 in order to be processed for next year's payroll deductions.

Questions or comments concerning the campaign should be directed to your agency campaign coordinator, or call Jim Edgcomb, State Personnel Division, at 444-3794.

GROUP BENEFITS ADVISORY COUNCIL RECOMMENDS ADOPTING A NEW PAYMENT SYSTEM FOR HOSPITAL SERVICES

The State Employee Group Benefits Advisory Council recommended a new payment system for hospital services at its October 30 meeting. The council voted to recommend to the Department of Administration the Blue Cross and Blue Shield proposal.

Under this system, the state medical plan would reimburse participating hospitals a fixed amount for each major diagnostic grouping (DRG). Each hospital case is assigned to one of 477 DRG's based on such criteria as primary and secondary diagnoses, patient age, and treatment procedures, etc. For a particular case, the treating hospital receives the payment allowed for the DRG whether the length of stay is 3 days or 8 days as long as the length of stay falls within a broadly defined range. Approximately five percent of cases have lengths of stay outside the defined range and receive adjustments.

This payment system is similar to the Medicare DRG system but differs in a couple of important ways: 1) It is a Montana-specific system which recognizes the characteristics of the Montana hospital industry; 2) Reimbursement rates are negotiated with each hospital based on the hospital's mix of cases, charges for 1989 and anticipated expenses such as capital improvement expenses. The fact that the DRG reimbursement rates are negotiated with each hospital means that they will cover reasonable hospital costs, and not make plan members "charity cases."

Blue Cross and Blue Shield presented the following advantages of a DRG payment system:

1. It provides health plan representatives an opportunity to review charges with hospitals and negotiate increases that reasonably reflect the hospital's increase in costs to provide medical services as opposed to questionable costs such as those shifted from uninsured or underinsured patients.

2. It eliminates any monetary incentive for hospitals to increase the length of stay or run questionable tests since the reimbursement is the same regardless of the length of stay or the procedures used.

3. It provides more predictable cash flow. Currently claims costs to the State Plan, like other plans, rise more rapidly than usual every few years creating funding concerns in those peak years.

4. Negotiated rates, which the State plan has agreed to pay and the hospital has agreed to accept as payment in full, eliminate unallowed charges that the plan member must pay. (The plan member will continue to be responsible for deductible and co-payment.)

The first three advantages involve controlling total costs and reducing the need for large premium increases for all plan members. Increases in hospital costs have been a major concern to the Employee Benefit Plan because hospital inpatient charges represent 40 percent of plan costs, exceeding charges for all other categories of service -- dental services, outpatient facility services and both inpatient and outpatient services by physicians and other medical professionals.

The last advantage is to individual patients. Patients who use a participating hospital will be protected against excessive hospital charges just as patients who use participating physicians are protected against excessive physician charges. Patients in participating hospitals need not worry about returning home to a $1,000 bill for hospital charges that exceed plan allowances.

Blue Cross and Blue Shield of Montana has completed negotiations with one Montana hospital to date -- Deaconess Medical Center in Billings. If the DRG payment system is adopted for the State Benefit Plan, plan members admitted to that hospital can expect to benefit from the new system as soon as administrative arrangements are completed which should be sometime in November.

Negotiations are underway with eleven other large Montana hospitals, with the expectation that they will be added to the participating hospital list as negotiations are completed.

The Council also continued planning for the 1992 benefit year. The Council is exploring the feasibility of offering employees more plan choices. These include: 1) a basic plan with higher deductibles and co-insurance requirements for employees who want to minimize their premium costs in exchange for assuming some of the risk for medical costs; and 2) a more complete plan with a lower deductible and co-payment requirement for members who are willing to pay higher premiums for more complete protection. The staff and benefits consultant will be developing plan design options for further review.

Ways to obtain employee input on any plan options were discussed. They include a survey, which the Inter-departmental Employee Coordinating Committee has offered to help conduct, once options have been defined.

For more information about the proposed payment system or other plan changes, call Joyce Brown, State Personnel Division, at 444-3871.

AWARDS HIGHLIGHT DISABILITY EMPLOYMENT CONFERENCE

"Investing in America's Future" was the theme for the 1990 Disability Employment Conference held in Helena on October 25th. A highlight of the Conference was the presentation of the four state Awards by Governor Stan Stephens. The awards given were:

SERVICE PROVIDER OF THE YEAR - Eastern Montana Industries of Miles City. Through the efforts of Darvin Brockway, the Director of Eastern Montana

Industries, the company is providing supported employment services to better meet the needs of disabled eastern Montanans.

LARGE EMPLOYER OF THE YEAR (50 or more employees) - Malmstrom Air Force Base Of Great Falls. Marian Horsley, a Personnel Assistant at Malmstrom Air Force Base, developed an on-site training program that provides hands-on experience that is transferable to related work situations.

DISABLED PERSON OF THE YEAR - Tim Harris of Helena. Mr. Harris, presently employed as Consumer Affairs Specialist for the Montana Independent Living Project, has worked unceasingly as an advocate for disability rights, assisting disabled individuals in independent living, providing technical assistance concerning disability issues, and actively participating in community organizations.

SMALL EMPLOYER OF THE YEAR - Lou and Jim Snodgrass, Frye's Motel and Restaurant, Big Timber. Lou and Jim Snodgrass have long recognized the important qualities of persons with disabilities and, for over fifteen years, have given many disabled Montanans the opportunity to be useful members of the work-force.

In addition to the awards presented by Governor Stephens, Ellen Daly, the keynote luncheon speaker representing the President's Committee on Employment of People with Disabilities, presented the PRESIDENT'S COMMITTEE EMPLOYER'S MERIT AWARDS to Target Store, Great Falls AND Jan-Bar, Inc., Great Falls. Target Store received GCEPD's 1989 Large Employer of the Year, and Jan-Bar, Inc. won the 1989 Small Employer of the Year award. This is the first time Montana employers have been recognized by the national committee.

Ms. Daly's speech highlighted the various portions of the Americans with Disabilities (ADA) Act. The conference also included workshops on: the Electronic Bulletin Board System, Montana's Role in Current Legislation, Job Information for the Disabled, Social Security Benefits Continuance, and Employing the Disabled. An open discussion in the afternoon allowed members of every group present to voice their problems, concerns, and methods to solve these problems.

Information on Ms. Daly's presentation, the ADA law and the conference in general is available from Linda Currie, State Personnel Division, at 444-3886.

"ONE COMPANY" APPROACH IS PROPOSED

Historically, state agencies have functioned independently when hiring employees or when selecting employees for lay-off or recall. Employees accrue certain rights and benefits only in the agency in which they are currently employed, for example, the right to compete internally for jobs or the right to reinstatement following a reduction in force. Those rights and benefits do not extend to other state agencies. For these purposes, a person is an employee of the Department of Administration or the Department of Highways -- not an employee of the State of Montana.

In light of Governor Stephens desire to see the state function as "one company," the State Personnel Division has examined state law and personnel rules and practices which limit the portability of state employees. Four fundamental issues were identified that affect management's ability to move employees between agencies and the employee's willingness to transfer to other agencies. The four issues are:

1. Allow permanent status to attach to the employee and not the position or agency in which the employee serves.

2. Define length of service as continuous service with state government (the executive branch).

3. Provide RIF employment preference as of the date the employee receives notice of layoff, rather than after the layoff has occurred.

4. Establish a system of placing employees slated for layoff in

other agencies without a competitive process.

These proposals represent an initial step in moving towards the perception of state government as one organization. How the state treats the individual employee who transfers is instrumental in the employee's willingness to move between agencies. Retention of permanent status and length of service are fundamental messages that the state views the person as a continuing state employee rather than a new hire.

In order to implement this proposal the Probation Policy, Reduction in Force Policy, and the Recruitment and Selection Policy need to be amended. Additional rules may be amended in the future to implement other aspects of the "one company" approach. Some changes may not apply to employees who are covered by collective bargaining agreements.

A public hearing will be held at 9 a.m., December 11, 1990, in Room 136, Mitchell Building to receive comment on administrative rule changes which are proposed to implement these changes. Written comments may be submitted to State Personnel Division Administrator Laurie Ekanger until December 17, 1990.

If you have questions, please call Mark Cress, Gale Kuglin, Jim Edgcomb, or Liz Hayden at 444-3871.

You supervise an employee who has been called to active duty as a member of the National Guard (or a reserve unit). What should you know about this individual's rights as a state employee?

(See Answer Page 7.)

ACKNOWLEDGEMENTS

The State Personnel Division thanks the following people who provided articles and assistance for this issue of Montana Personnel Perspectives:

Joyce Brown
John Camper
Mark Cress
Linda Currie
Jim Edgcomb
Laurie Ekanger
Jeanette Handelin
Liz Hayden
Steve Johnson
Gale Kuglin
Cathy Mason
Ken McElroy
Bev Pickett

If you have comments or would like additional information about Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

CHANGES TO TWO POLICIES IN EFFECT

Amendments to the Reduction in Work Force Policy and the Recruitment and Selection Policy became effective on October 26, 1990. The changes to these policies implement changes that resulted from the Veterans' Employment Preference law passed by the 1989 Montana Legislature. The changes included:

1. Amending the Reduction in Work Force Policy to include a Preference in Retention rule. This rule references the fact that veteran's preference during a RIF now is a consideration during the layoff process.

2. Amending the Recruitment and Selection Policy to delete portions of the Internal Recruitment rule. The Internal Recruitment rule was originally written because temporary appointments were excluded from receiving preference under the old Veteran's and Handicapped Employment Preference Rules. The new Veterans' Employment Preference Rules do not exclude temporary appointments. The amendments therefore will delete sections of the rule which are no longer appropriate.

Copies of revised policies along with an updated Master Table of Contents have been distributed to all holders of the Montana Operations Manual, Volume III.

If you have any questions regarding these changes, call Gale Kuglin, Jim Edgcomb, or Liz Hayden, State Personnel Division, at 444-3871.

LABOR NEGOTIATIONS STARTED

Labor contract negotiations are underway for the 1992-93 biennium. The state has entered into economic negotiations with MPEA, AFSCME, and MFSE. The state is also negotiating with the Public Employees Craft Council over both economic and non-economic issues, and with the Warm Springs Independent Union.

Several other unions have requested reopening their contracts, but no dates have been set for those talks to begin. The Labor Relations Bureau expects that requests to begin negotiations will increase over the next several months.

If you have questions, call the Labor Relations Bureau at 444-3892.

DOES YOUR JOB MEASURE UP?

Here's a checklist, adapted from Healthy Work, of what characterizes a healthy job:

1. Skill Discretion. The job requires that you make maximum use of your skills and offers you chances to increase them.

2. Autonomy. There is freedom from worker-as-child discipline. Workers are in control of machines, not the other way around, and can participate in long-term planning. Flexible hours are available.

3. Psychological Demands. Routine demands are mixed with new but predictable challenges. Workers have some say over the magnitude of demands.

4. Social Relations. Collaboration on the job is encouraged.

5. Social Rights. Democratic procedures rule the work place. Employees have some way to settle grievances if they arise.

6. Meaningfulness. Workers understand what they are producing and for whom. Feedback from customers is provided.

7. **Integration of Family and Community Life with Work.** Working men and women share family responsibilities. The job allows time and energy for activities other than work.

(This article is reprinted from University of California, Berkley, Wellness Letter, June, 1990.)

Federal and state laws as well as state personnel policies dictate a Montana government employee's reemployment rights, leave use and accrual, and pay while on or returning from military active duty.

The State Personnel Division, in cooperation with the Public Employees Retirement Division and the Department of Military Affairs, has compiled a briefing paper on the rights and benefits available to reservists called to active duty. A copy of the paper is available from your agency personnel officer.

Reemployment . . .

A federal law, the Vietnam Era Veterans' Readjustment Act, requires that employees returning from leave for military service or training be granted

re-employment and benefits as if they never left. Under the law, an employee who wishes to return to work must meet the following requirements:

- satisfactorily complete and be separated from the military assignment;
- notify the employer about his or her availability to work once the assignment is complete, and
- make an application for re-employment within 90 days of separation from service.

Leave . . .

State laws and policies govern the use and status of an employee's leave and pay when called to active duty.

Employees on active duty may not use military leave. Fifteen days of paid military leave is provided to employees to attend military training.

However, employees may request the use of annual vacation leave and/or compensatory time while serving on military active duty. They must comply with the employing agency's regular procedures to request leave.

If active duty lasts longer than 15 working days, the employee is not eligible to take sick leave. The leave balance is maintained for the employee's use upon return to work.

While on active duty, an employee may choose to be on leave of absence without pay and maintain leave balances and compensatory time. Employees on leave without pay status do not accrue additional sick or annual leave during active duty service.

Time on leave without pay during active duty will be credited toward the rate at which annual leave is earned.

While serving on active duty, an individual who chooses to remain employed with an agency may not cash out annual or sick leave or compensatory time.

Pay . . .

An employee's pay rate will remain as though he or she has never been on leave from state employment. Leave without pay during active duty will be credited toward determining an employee's longevity pay if he or she returns to work within the 90-day time frame.

Other Benefits . . .

Deferred compensation, retirement and insurance benefits may be affected when a state employee is called to active military duty. If you have questions about deferred compensation or insurance, call the State Personnel Division at 444-3871. For information about retirement benefits, call Linda King, Public Employees' Retirement Division, 444-3154.

For additional information about personnel policies or practices related to military active duty, contact your agency personnel officer or call Gale Kuglin, Jim Edgcomb or Liz Hayden at the State Personnel Division, 444-3871.

Paula Stoll recently transferred to the Labor Relations Bureau as a labor relations specialist. Ms. Stoll has been a job analyst in the Classification Bureau for over 3 years. Ms. Stoll's new phone number is 444-3819.

Scott Jourdonnais and Mary Walsh have joined the Classification Bureau as job analysts. Mr. Jourdonnais phone number is 444-3884 and Ms. Walsh's phone number is 444-3805.

Recent departures from the State Personnel Division include Linda Dixon, Carole Colbo, and Jan Shope.

DECEMBER HOLIDAYS
Tuesday, Dec. 25
Christmas Day

PDC DECEMBER

CLASSES

Conducting Performance Appraisal Interviews

This half-day seminar will cover the various aspects of preparing for and actually conducting an effective performance appraisal interview. It will be held December 5, in the Lee Metcalf Building in Helena, 8:30 a.m. to noon. Cost is $45.

Fire Me and I'll Sue!! In Billings

Wrongful discharge is a term that keeps cropping up in the news. Public employers and managers are not exempt from threats of litigation. This day-long seminar examines this problem and looks at the rights and responsibilities of managers. This seminar will be held on December 6, 8:30 a.m. to 4:30 p.m., in the Raddison Northern Hotel, Billings. Cost is $60.

Project Planning

Participants in this day-long seminar will learn how to plan and design a single project and will leave with a completed layout for that project. Problems and methods for overcoming them will be discussed. It will be held December 6, in the Lee Metcalf Building, 8:30 a.m. to 4:30 p.m. Cost is $60.

Managing Service Contracts

This seminar is intended for anyone with actual or potential responsibility for developing and monitoring service contracts. It will identify the process and procedures for developing and monitoring state contracts with private business for provision of services. This seminar will be held December 11, in the Lee Metcalf Building, from 8:30 a.m. to 4:30 p.m. Cost is $60.

Balancing Work and Family

Under the norms of the day, men and women are expected to be "super-person" and handle all their many responsibilities without showing any outward signs of stress. This half-day seminar discusses these issues and provides methods and means to cope with those problems. This class will be held December 11, in the Lee Metcalf Building, 1:00 p.m. to 4:30 p.m. Cost is $45.

Boosting Personal Productivity

This half-day seminar addresses the issues of organization and time planning for people in all fields and in all jobs. It will be presented by Jim Burgess of Professional Resources, a management consulting firm in Helena. This seminar will be held December 12, 8:30 a.m. to noon. Cost is $45.

Effective Presentations

Anyone who wishes to improve his or her skills in public speaking and presentations to groups of all sizes will benefit from this 14-hour workshop. It takes the participant through the various steps which should be taken, and each participant is videotaped twice while making actual presentations. This seminar will be held in the Lee Metcalf Building from 1:00 p.m. to 4:30 p.m. on December 19, 8:30 a.m. to 4:30 p.m. on December 20; and from 8:30 a.m. to noon on December 21. Cost is $60.

Ethical Issues in Public Service

Ethical Issues in Public Service will benefit government managers at all levels, however it is particularly appropriate for mid-level and upper-level managers responsible for implementing government policy. If you attend, expect to engage in a lively discussion of pertinent and thought-provoking issues. John Moore, Director of the Professional Development Center, will conduct the seminar. In the past he has developed workshops in sensitive topic

areas of common and statutory law. The seminar will be held December 19, in the Lee Metcalf Building, from 8:30 a.m. to 4:30 p.m. Cost is $60.

And Others Too . . .

The other courses being taught during December are:

- Fiscal Management. December 5, 8:30 a.m. to 4:30 p.m. Cost is $60.
- Meetings for Results. December 13, 8:30 a.m. to noon. Cost is $45.
- Delegation. December 18, 8:30 a.m. to 4:30 p.m. Cost is $60.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749. You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER

CALENDAR FOR

DECEMBER CLASSES

December 3	4	Performance Appraisal Interviews 5 / Fiscal Management	6 Fire Me & I'll Sue! - Blgs. / Project Planning	7
10	Managing Service Contracts 11 / Balancing Work & Family	12 Personal Productivity	13 Meetings for Results	14
17	18 Delegation	Ethical Issues in Public Service 19	20	21
		Effective Presentations		
24	25 Christmas Day	26	27	28

Montana Personnel Perspectives is published monthly by the State Personnel Division, Department of Administration. It is intended to keep personnel officers and agency managers informed of developments in the area of personnel management. Materials may be reproduced without permission. Comments should be directed to "Perspectives Editor" at the address below.

State Personnel Division
Department of Administration
Room 130, Mitchell Building
Helena, Montana 59620

Phone: (406) 444-3871

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Montana Personnel Perspectives

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Montana Personnel Perspectives

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Volume X, Number 9 December 1990

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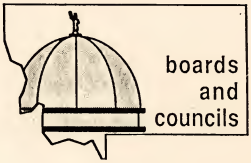


MARKET-BASED PAY PLAN GOES TO LEGISLATORS

Governor Stephens has adopted the recommendation for a market-based pay plan for state workers developed by the Committee on State Employee Compensation. That committee, created by the legislature and appointed by the governor, spent the last year developing a pay plan proposal which would improve state government's ability to retain and attract qualified workers, particularly in the technical and professional areas.

Using the market-based pay system, Governor Stephens will recommend to the 1991 Legislature that state employees on the statewide pay plan receive an average 4.5% pay increase in each of the next two fiscal years. Based on this recommendation, an average employee pay increase would be 9% over the next biennium for a cost of $51.5 million. The smallest raise any employee on the general pay plan would receive is 6% over the next biennium.

ROUTE TO: 12/20/90

KB ✓	DH ✓
DxC ✓	
BC ✓	
HC ✓	

RETURN TO: DS

This proposal is included in the governor's executive budget which will be submitted to lawmakers and the public December 1, 1990.

Stephens emphasized that funding for the pay increase will come from cost savings created within each agency by not hiring new employees for certain vacant positions (vacancy savings) and other organizational efficiencies managers can install.

"State government is going to have fewer workers, but they are going to be better paid," Stephens said in announcing the pay plan proposal. "The increased pay will be provided for by economies we can effect within state agencies without lessening services. That's in the best interests of both the tax-paying public and our state employees."

The governor said the new market-based pay plan will help state government's efforts to reduce costly turnover in its technical and professional positions.

"One of the frustrations of state government has been our inability to retain professional people because our compensation is not competitive with the private sector," he explained. "That's the whole concept of the market-based approach, to allow us to develop more competitive salary schedules in these important positions."

Stephens said the market-based pay plan recommendation is "a well researched plan" and he complimented the employee compensation committee for including it in their report to the governor and the legislature.

In addition to the pay plan proposal, the administration will recommend that the state's payment for employee health care benefits be increased and some money set aside to help those agencies which are not able to meet the administration's vacancy savings goals. These expenses are estimated at about $10 million, which will be included in the administration's general fund expenditures.

For additional information about the Committee on State Employee Compensation, call Sheri Heffelfinger at the Legislative Council, 444-3064 or Laurie Ekanger, State Personnel Division, 444-3871.

1990 SECC SURPASSES $100,000 GOAL

The State Employees' Combined Campaign (SECC) not only met, but exceeded 1990 targeted goals. There were 1,692 state employees that contributed to the 1990 "Show Them We Care" campaign. The campaign topped its $100,000 goal with total contributions of $104,487. Employees contributed to the 11 federations participating in this year's SECC in the following amounts:

Combined Health Appeal of Montana	$ 20,256
Montana Community Shares	$ 10,853
United Way Federations	
Lewis & Clark County	$ 52,413
Yellowstone County	$ 4,770
Cascade County	$ 3,806
Silver Bow County	$ 1,001
Missoula County	$ 6,162
Flathead County	$ 3,998
Gallatin County	$ 848
Hill County	$ 281
Park County	$ 99
TOTAL	$104,487

One of the goals in 1990 was to increase the level of participation, recognizing that even a small amount of money can help make a difference in our communities. Although the goal of 25 percent of state employees participating was not achieved, almost 50 percent of the individual state agencies had participation rates of 20 percent or more. More than half of the agencies set new levels of charitable giving in general.

The Secretary of State's office had 100 percent employee participation. Among the larger agencies, the Department of Administration had the highest participation with 36 percent of its employees participating.

This year's contributions represent a 22 percent increase over those received in the 1989 campaign. Among smaller agencies, the Governor's Office led in contributions with a total of $2,233. The Department of Labor & Industry led the larger agencies, with contributions totaling $11,205. Some agencies dramatically increased the amounts they raised compared to 1989 totals. The Department of Justice increased the total amount contributed to the campaign by 136 percent over 1989. Among smaller agencies the State Auditor's Office increased their totals by 180 percent over 1989.

This second year of the SECC proved to be a tremendous success due to those employees who helped coordinate activities or made a monetary contribution to the campaign. Each agency campaign coordinator is credited for specific efforts that helped make this a successful campaign. Another group, the employee steering committee, contributed many hours toward the development of the 1990 campaign. The steering committee has been involved for several months in planning and implementing the many components of a successful campaign. Committee members include:

Bob Pancich - Department of Commerce, Chair
Margaret Morgan - Department of Justice
Randy Mosley - Department of State Lands
Bev Bernal - Department of Revenue
Marty Beatty - Department of Highways
Dale Graff - Department of Fish, Wildlife, and Parks
Lois Ennis - Department of Family Services
Yoli Fitzsimmons - Department of Health and Environmental Sciences
John Holbrook - State Auditor's Office
Marci Lynn - Department of Administration
Bill Harrington - Department of Social and Rehabilitative Services
Jane Benson - Department of Natural Resources and Conservation
Madalyn Quinlan - Office of Public Instruction
Kathy Helland - Department of Labor and Industry
Jim Standaert - Office of the Legislative Fiscal Analyst
Jim Edgcomb - Department of Administration

The 1990 campaign received some special help for specific projects. A number of people in the Retired Senior Volunteer Program (RSVP) were responsible for collating each of the individual campaign packets sent out to state employees. Don Howard from the Department of Natural Resources and Conservation was responsible for the graphics and layout of the new campaign brochure. Tom Warren from the Department of Fish, Wildlife, and Parks produced the campaign video.

Members of the employee steering committee will soon complete their term and will make recommendations for the 1991 campaign. A new committee is scheduled to meet in January to begin plans for next year's SECC. This committee will meet throughout the year and the 1991 campaign. The committee meets during working hours approximately every two to four weeks.

If you are interested in participating on this committee, if you wish to assist with the 1991 campaign, or if you need additional information about the SECC, call Jim Edgcomb, State Personnel Division, at 444-3794.

SESSION UPDATE

FIFTY-SECOND STATE LEGISLATURE CONVENES JANUARY 7

The 52nd Legislative Session is scheduled to begin on January 7, 1991, and will run through most of April. As it has in the past, The Montana Personnel Perspectives will track the status of bills affecting personnel matters in state government. Additional information about legislative issues will be provided throughout the session.

The following phone numbers will be in service during the legislative session:

444-4800	Legislative General Information and Message Center
444-4853	Public-To-Legislative Information Office, Legislative Council
800-237-5079	Public Information Office, toll free
444-1351	Distribution Office, pick-up
444-4858	House of Representatives, Sgt-At-Arms
444-4844	Senate, Secretary of the Senate

If you have questions about information related to the session that is provided in The Montana Personnel Perspectives, call Liz Hayden or Jim Edgcomb at 444-3871.

HOW TO INFLUENCE LEGISLATION

(This article was prepared by Barbara Martin, Training Supervisor, Department of Highways. Ms. Martin worked as a lobbyist for the Department of Administration during the 50th Legislative session. This is reprinted from The Montana Personnel Perspectives, February, 1989.)

Have you ever wondered why a bill was or was not passed, and thought, "They wouldn't have done that it they knew..." You can make sure they do know.

This guide is for anyone who wants to influence legislation as an individual, not on behalf of his or her agency or another party.

Ground Rules

1. As an individual, you don't have to register as a lobbyist with the Political Practices Commission.

2. You must take annual leave, compensatory time, or be on leave without pay for any lobbying you do during your regular work hours.

3. If you are going to testify at a hearing or speak to a legislator in person, tell your supervisor what you'll be doing. If someone calls your department to ask why you're at the Capitol (it happens), you'll both be covered.

4. You must not speak for your agency, nor indicate that you're an employee of that agency on the sign-in rosters, in letters, or in testimony. You are there as a private citizen.

The Basics

1. Know the legislative process, how a bill becomes a law.

2. Know your bill's number, and its contents, including any amendments.

3. Be able to support or oppose your bill in brief, logical statements.

4. Know your competition's position and include information in your position to defuse their arguments.

5. Know who the sponsor of your bill is, what committee will hear it, the committee chairman, and members' names, and the secretary's name.

6. Know who your representative and senator are. Talk to these people -- your vote counts and your input is important to them. Also, it's embarrassing if someone asks who your legislators are and you don't know.

7. In any communication with a legislator, be concise, honest, logical, polite, and calm.

8. The best time to contact a legislator is just before a hearing. If your legislator is on the committee that hears your bill, be sure to speak to that person. If the bill passes in committee, be sure to contact your legislator before the bill goes to the House or Senate for debate.

Lights, Camera, Action

You can influence legislation in writing or orally. Here's how you do each. You can use any or all techniques to make your views known.

Written Testimony

FAX -- You can send a message to the committee by FAX. Address the message to the chairman of the committee that will be hearing your bill. (The FAX telephone number for the 1991 session will be available in the near future.)

Letters -- Address the letter to a legislator as follows, and mail it at the post office in the basement of the Capitol, so it gets to the legislator on time:

The Honorable (Senator or Representative) Doe

Montana (State Senate or House of Representatives)

Capitol Station
Helena, Montana 59620

Identify the bill and state the reasons that you support or oppose it. Be brief. Don't send photocopied or form letters - legislators are buried in mail.

Oral Testimony

Telephone -- You may leave a short message for a legislator or call and ask a legislator to call you back. The telephone number is 444-4800. When you call, identify yourself, the bill number, and whether you support or oppose the bill. If you're in the legislator's district, be sure to mention that. If you ask to be called back, you can give more information. Be sure to thank the legislator for his or her time. Don't expect an immediate call back; most legislators call back by the next day.

Personal Visit -- You can call for an appointment or try to find a legislator on the floor. An easy way to find them is just before or after a committee meeting of which they're a member. When you approach a legislator, introduce yourself, even if you have spoken to them before, and ask if you can talk to him or her for a minute about (House or Senate) Bill Number (____). If the legislator has time, then state your position and reasons. If not, make arrangements to meet later. Be polite, answer questions, and respect his or her point of view. Thank the legislator for his or her time.

Testimony at a hearing -- The hearing time shown on the bill status system or in the newspaper is the time the hearing starts. Your bill may or may not be first. To save time, call the committee secretary to find out how many bills are scheduled on the committee's agenda before yours.

It helps to have written and oral testimony. Bring at least two copies, one for the chairman and the secretary. Better yet, bring enough for the whole committee.

When you come to a hearing, write your name and who you represent (self) on the roster. When your bill is presented, the sponsor speaks first, then the chairman asks for proponents, followed by opponents. When you go to the microphone, say: "(Mister/Madame Chairman, or Senator/Representative Doe), and members of the committee, my name is _____, I am speaking for myself. I (support/oppose) (House or Senate) Bill Number (____), for the following reasons." Be merciful; make your comments short, and don't read your testimony. If others have covered your position, present your introduction, tell the committee that others have covered your points, but you want to go on record as a supporter/opponent of the bill. Hand your testimony to the committee before you sit down. Be prepared to answer committee questions, but you may not ask them any. Make sure you cover your key

points and address those of the competition -- you can only speak once on a bill at that hearing. Thank the committee and sit down.

If you can't answer a question, say so and promise to provide the information. Then do it -- immediately.

If you have questions about lobbying issues, call Barbara Martin at 444-6048.

STEREOTYPING CREATES DIFFERENT IMPRESSIONS IN THE WORKPLACE

(Source: Corlann Bush, Affirmative Action Officer, Montana State University.)

Many of us might not realize that we handicap others by assuming that males and females react differently to situations in the workplace. What are we as professionals doing to overcome the stereotyping of how men and women respond to everyday business activities? While considering answers to this question, keep the following ideas in mind: Sexism has developed over a long period. Change does not come overnight, but we all can work toward gradual change. Sexism cannot be corrected if only one person is concerned about it. It must be confronted by us all.

Sexism is not just a result of men's ideas. Women also share responsibility. Consider the following impressions of:

The family picture is on HIS desk: Ah, a solid, responsible family man.
The family picture is on HER desk: Hmmm, her family comes before her career.

HIS desk is cluttered: He's a hard worker and a busy man.
HER desk is cluttered: She's a disorganized scatterbrain.

HE'S talking with co-workers: He must be discussing the latest deal.
SHE'S talking with co-workers: She must be gossiping.

HE's not at his desk: He must be at a meeting.
SHE's not at her desk: She must be in the ladies room.

HE's not in the office: He's meeting customers.
SHE's not in the office: She must be out shopping.

HE's having lunch with the boss: He's on his way up.
SHE's having lunch with the boss: They must be having an affair.

The boss criticized HIM: He'll improve his performance.
The boss criticized HER: She'll be very upset.

HE got an unfair deal: Did he get angry?
SHE got an unfair deal: Did she cry?

HE's getting married: He'll get more settled.
SHE's getting married: She'll get pregnant and leave.

HE's an expectant father: He'll need a raise.
SHE's having a baby: She'll cost the company maternity benefits.

HE's going on a business trip: It's good for his career.
SHE's going on a business trip: What does her husband say?

HE's leaving for a better job: He recognizes a good opportunity.
SHE's leaving for a better job: Women are undependable.

Contact your agency personnel representative or call Linda Davis, State EEO Coordinator, 444-3796, for additional information about equal employment opportunities or affirmative action guidelines.

JANUARY HOLIDAY
Tuesday, January 1, 1991

HAPPY NEW YEAR!!

POLICY INTERPRETATION

SUBJECT:

Veteran's Preference Eligibility for National Guards or Reservists

Question: Are members of the Reserves and the National Guard eligible for Veteran's Employment Preference benefits after they return from active duty during Operation Desert Shield?

(Interpretation, See Page 8.)

HEALTHBEAT

AVAILABLE PUBLICATIONS FROM THE AMERICAN DIETETIC ASSOCIATION

The American Dietetic Association has many publications that can help you. For each packet described below, send $2 and a self-addressed 45¢ stamped envelope to the appropriate department (M-1 to M-6).

American Dietetic Association
c/o Anderson Secretarial Service
1132 S. Jefferson Street
Chicago, Illinois 60607

CONCERNED ABOUT CHOLESTEROL - (Dept. M-1)

- Cholesterol Countdown - Gives facts on cholesterol, its role in the body, and ways to control it in your diet.
- Children, Cholesterol, and Diet: Answers to Questions Parents Ask Most - Discusses how childhood eating patterns can contribute to the cholesterol profile, as well as to normal growth and development.

AT THE SUPERMARKET - (Dept. M-2)

- Pocket Supermarket Guide - Shows you what foods to look for in grocery stores and offers healthful, money-saving tips. Does not include brand names.

HAVING HEALTHY BABIES - (Dept. M-3)

- Blue Ribbon Babies: An Eating Guide for Pregnant Women - Tells pregnant women how to eat well to decrease the likelihood of complications and have larger, healthier babies.
- Feeding Your Baby: The First Year - Outlines tips on feeding babies, introducing solid foods and choosing safe foods.
- Good Eaters, Not Tiny Tyrants - Explains basic nutrition and common problems related to feeding preschoolers.

FOOD SAFETY - (Dept. M-4)

- Safe at the Plate: Additives in Food - Food additives, their uses, benefits, and risks.
- Labels: The Buyer's Guide to Healthful Foods - Teaches you to read food labels by deciphering nutrition information panels and ingredient listings.
- Foodborne Illness in the Home - Describes major forms of foodborne illness and preventative measures you can take.

WEIGHT LOSS - (Dept. M-5)

- Why Can't I Lose Weight? - Gives new insight to the perpetual dieter who is dissatisfied with his or her current weight and body size.
- Weighty Issues: Evaluating Fad Diets - Provides guidelines on evaluating the safety of fad diets.
- Weight Expectations - Responds to concerns about long-term weight loss, fad diets, and eating disorders.

NUTRITION GUIDELINES - (Dept. M-6)

- Traveling Lite: A Traveler's Guide to Healthy Eating - Outlines ways to control calories and build exercise into your travel plans.
- The Dietary Guidelines - Offers an easy-to-understand explanation of the 1985 Dietary Guidelines for Americans.

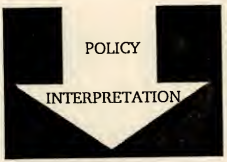
COOKBOOKS

These cookbooks are designed for anyone concerned about healthy eating. Carbohydrate, protein, fat, sodium, potassium, and caloric values of each food are presented.

For each cookbook, send $16.95 plus $3 for shipping and handling to The American Dietetic Association, Sales Order Department, 216 West Jackson Blvd., Chicago, IL 60606-6995.

- Family Cookbook, Volume 1, revised edition (No. 0840) - Contains 250 kitchen-tested recipes. Tips on dining out and "brown-bagging it" also included.
- Family Cookbook, Volume 2, revised edition (No. 0841) - Includes information on cooking with aspartame, special problems for those taking insulin, as well as tips on eating when camping, hiking, at parties, and during holidays.
- Family Cookbook, Volume 3 (No. 0842) - Features microwave and conventional applications for ethnic recipes and other mealtime favorites.

Montana State Government offers eligible employees partial reimbursement for completing classes in its Wellness program. Classes cover a variety of general good-health topics and are available in 21 cities throughout the state. Any employee may attend. For information about eligibility for partial reimbursement, fees, or class schedules, call Melissa Pankratz at the State Personnel Division, 444-3871.



ANSWER:

Veteran's Employment Preference rules are found in Policy 3-0172, Montana Operations Manual, Volume III. ARM 2.21.3603 (1) defines "active duty," one of the eligibility requirements for veteran's preference benefits. The definition of "active duty" excludes training, determining physical fitness, or service in the Reserves or National Guard.

However, according to the Rich Brown, administrator of the Veteran's Affairs Division, Department of Military Affairs, members of the Reserves and National Guard who are called to serve in the Middle East are considered to be on active duty with the armed forces.

Upon their return from Operation Desert Shield, reservists and members of the Guard will be discharged from the armed forces, receive a DD 214 (discharge document), and return to their original unit.

To become eligible for veteran's employment preference, members of the armed forces must serve more than 180 consecutive days on active duty other than for training, or meet the eligibility requirements of a disabled veteran found in ARM 2.21.3608. National Guard or Reserve members who serve in the Middle East and meet either criteria will be eligible for veteran's employment preference.

For additional information about veteran's employment preference, contact your agency personnel representative, or call Jim Edgcomb or Liz Hayden at the State Personnel Division, 444-3871.

STAFF CHANGES

Duane Grimes is a classification analyst in the Classification Bureau. Mr. Grimes' phone number is 444-3808.

David Ohler is the new legal counsel for the Department of Administration. Previously, he worked for the Public Defender's Office in Missoula. Mr. Ohler's phone number is 444-3308.

PROFESSIONAL DEVELOPMENT CENTER

JANUARY CLASSES

NEW EMPLOYEE ORIENTATION

The quarterly orientation for new employees will be held in the Lee Metcalf Building in Helena on January 9, from 10:00 a.m. to noon. This is an opportunity for new state employees to ask questions about their benefits, rights, and responsibilities. Cost of the orientation is $15.

DELICATE BALANCE:

Privacy and the Right to Know

Employers try to balance the public's right-to-know against the individual's right-to-privacy, yet these two rights have come into conflict on more than one occasion for government managers. This seminar addresses that problem and explores the manager's responsibility in a variety of situations. It will be held in the Lee Metcalf Building, January 16, from 8:30 a.m. to 4:30 p.m. Cost is $60.

YOU, INC:
On Becoming Assertive

Participants will learn the four types of communication behaviors, and develop the tools necessary to use assertive communication to better express their views. This half-day class will be offered, January 17, from 8:30 a.m. to noon, in the Lee Metcalf Building. Cost is $45.

INTRODUCTION TO SBAS

This short seminar, taught from 8:30 a.m. to noon, January 23, in the Lee Metcalf Building, is intended to acquaint participants with the Statewide Budgeting and Accounting System. It covers terminology, and the various input documents and reports. Cost is $45.

PRE-RETIREMENT PLANNING IN MISSOULA

Under the joint sponsorship of the Public Employees' Retirement Division and the Professional Development Center, a **Pre-Retirement Planning Seminar** will be conducted in Missoula, January 31 and February 1, 1991. This two-day seminar, intended for anyone within five years of retirement, looks at the physical, mental, and financial aspects of retirement. The seminar begins each day at 9:00 a.m., and ends about 4:30 p.m. It will be held in the Holiday Inn in Missoula. Cost is $55 for those covered under the Public Employees' Retirement System and $90 for all others. Spouses are urged to attend with the employee -- and there is no charge for the spouses.

ESSENTIALS OF MANAGEMENT

The next session of the series titled Essentials of Management will begin in the Lee Metcalf Building on Tuesday, January 15 and conclude on Thursday, February 14. There are a limited number of spaces still available. Cost of this seven-part series is $365, but only $265 if all classes are attended as scheduled. All classes begin promptly at 8:30 a.m. and are normally over by about 4:30 p.m. Classes are scheduled as follows:

Leading	Tuesday, Jan. 15
Organizing	Wednesday, Jan. 16
Delegating	Thursday, Jan. 24
Measuring	Thursday, Jan. 31
Controlling	Tuesday, Feb. 5
Protecting	Wednesday, Feb. 13
Synthesis	Thursday, Feb. 14

Anyone wishing to enroll in this series should contact their supervisor. Further information can be found in the course catalog from the Professional Development Center, or by calling PDC at 444-3985. All personnel representatives have copies of the course catalog.

BASICS OF MANAGEMENT

Another six-part session of Basics of Management will get underway with the pre-test at 10 a.m., January 29, in the Lee Metcalf Building. This series, although similar to the Essentials of Management, is intended for those who are not now in a leadership position, but have been identified by their supervisors as having supervisory potential. They must be recommended by their supervisor. Cost is $315. Participants are tested prior to the series and again following the series. Those who pass the final examination are awarded a recommendation that this training represents up to one-year constructive credit for supervisory experience. Classes are scheduled as follows:

The Assignment	Wednesday, Jan. 30
The Challenge	Wednesday, Feb. 6
The Job	Tuesday, Feb. 12
The Staff	Wednesday, Feb. 20
The Problems	Tuesday, Feb. 26
The Choices	Tuesday, March 5
Post Test	Wednesday, March 6

Anyone desiring specific information regarding Basics of Management is urged to call Kathy Bartole, PDC, 444-3774.

AND OTHERS TOO . . .

Other courses being taught during January are:

- Approaching Supervision. Jan. 10. Cost $60.
- Self Management. Jan. 17. Cost $60.
- Meetings for Results. Jan. 29, 8:30 a.m. to noon. Cost $45.
- Take Your Word For It. Jan. 30, 1-4:30 p.m. Cost $45.

Anyone desiring further information on these or other seminars offered under the auspices of the Professional Development Center is urged to contact their personnel representative or call the PDC at 444-3985, or 444-3749.

You may also register by calling 444-3985.

PROFESSIONAL DEVELOPMENT CENTER

JANUARY 1991 CLASSES

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
January	1 New Years Day	2	3	4
7	8	9 New Empl. Orientation.	10 Approaching Supervision	11
14	15 EOM Leading	16 Delicate Balance / EOM Organizing	17 YOU, INC: On Becoming Assertive / Self Management	18
21	22	23 Intro to SBAS	24 EOM Delegating	25
28	29 BOM Pre-Test / Meetings For Results	30 BOM Assignment / Take Your Word For It	31 EOM Measuring	February 1
			Pre-Retirement - Missoula	

HAPPY HOLIDAYS FROM THE STATE PERSONNEL DIVISION

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